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The Role of Time Perspective in The Workplace: Relative  
Effects on Job Satisfaction, Core Self Evaluations and Burnout

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The Role of Time Perspective in The Workplace: Relative Effects  
on Job Satisfaction, Core Self Evaluations and Burnout

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- 1) time perspective
- 2) job satisfaction
- 3) deviation from balanced time
- 4) core – self evaluations
- 5) burnout

*“People who learn to control inner experience will be able to determine the quality of their lives, which is as close as any of us can come to being happy.”*

Csikszentmihalyi, M. (2013). *Flow: The psychology of happiness*. Random House.

*To my miracle, Zeynep*

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## ABSTRACT

Time perspective is a cognitive process of interpreting past, present and future (Zimbardo & Boyd, 1999). In this study, time perspective and its relation to job satisfaction was studied in the frame of the theory of purposeful work behavior (Barrick & Mount, 1991). Data was collected with a questionnaire measuring time perspective, job satisfaction, core self-evaluations, burnout, positive and negative affectivity from 135 participants working at banking sector. Correlation and regression analysis were used. Time perspective was measured with the Zimbardo Time Perspective Inventory (ZTPI), which has five dimensions: Past Negative, Past Positive, Future, Present Fatalistic, and Present Hedonistic. Individuals tend to over- use or under -use one or more of these dimensions dominantly. Consciously switching between these temporal focus according to the situation's conditions and needs lead individuals to a balanced time perspective (Zimbardo & Boyd, 1999). Balanced time perspective is an optimum combination of high past positive and moderately high present hedonistic and future dimensions (Stolarski, Bitner & Zimbardo, 2011). The results of the study indicated significant positive relation between balanced time perspective and job satisfaction. The past positive, present hedonistic and future dimensions were also positively related to job satisfaction, past negative and present fatalistic dimensions were negatively related to job satisfaction. Hierarchical regression analyses demonstrated that present hedonistic and future dimensions accounted for 5% of the additional variance in job satisfaction when core self-evaluations and burnout variables

were controlled. Further, mediation analysis demonstrated that core self-evaluations have an indirect effect on job satisfaction through future dimension. Also burnout has an indirect effect on job satisfaction through balanced time perspective and past negative dimension. When affectivity was statistically controlled, the mediation effects of time perspectives were not statistically significant. As an exploratory study, findings suggest that time perspective was related to organizational variables; job satisfaction, core self-evaluations and burnout. Time perspective seem to be another individual differences variable to be considered in organizational environment and developing a balanced time perspective profile may enhance progress in workplace by changing work attitudes.

*Keywords:* time perspective, job satisfaction, deviation from balanced time perspective, core self-evaluations, burnout

## ÖZET

Zaman perspektifi, geçmiş , şimdiki zaman ve geleceği yorumlamada bilişsel bir süreçtir (Zimbardo & Boyd,1999). Bu çalışmada zaman perspektifi ve iş doyumunu ilişkisi amaçlı çalışma davranışı teorisi perspektifinde incelenmiştir (Barrick & Mount, 1991). Veriler, anket yöntemi ile zaman perspektifi, iş doyumunu , temel benlik değerlendirme , tükenmişlik , pozitif ve negatif duygulanımını ölçmek üzere bankacılık sektöründe çalışan 135 katılımcıdan toplanmıştır. Genel olarak korelasyon ve regresyon analizleri kullanılmıştır. Zaman perspektifini ölçmek için, pozitif ve negative geçmiş zaman, hedonistic ve fatalistic şimdiki zaman ve gelecek zaman içeren beş boyutlu Zimbardo zaman perspektifi ölçeği (ZTPI) kullanılmıştır. Olaylara karşı tutumlar ve karar verme sürecinde bireyler bir veya birkaç perspektifi baskın olarak kullanmaya eğilimlidir. Bilinçli bir şekilde bu perspektifleri durumun ihtiyaçlarına ve koşullarına göre değişimli olarak kullanabilmek bireyleri daha dengeli bir zaman perspektifine yönlendirir (Zimbardo & Boyd,1999). Dengeli zaman perspektif tanımlaması, yüksek pozitif geçmiş zaman, orta derecede hedonistik şimdiki zaman ve gelecek zaman kombinasyonu olarak yapılmıştır (Stolarski, Bitner & Zimbardo, 2011). Bu kapsamda hesaplanan Dengeli Zaman Perspektifinden Sapma Katsayısı (DBTP) ile optimum noktaya ne kadar yakın olduğu ölçülmektedir. Çalışmanın sonuçlarına göre, dengeli zaman perspektifi ile iş doyumunu arasında anlamlı bir ilişki bulunmuştur. Pozitif ve negatif geçmiş zaman, hedonistik ve fatalistik şimdiki zaman ve gelecek zaman boyutları

ile iş doyumunu arasında da anlamlı bir ilişki bulunmuştur. Hiyerarşik regresyon analizleri sonuçlarına göre hedonistik şimdiki zaman ve gelecek zaman boyutu ilave % 5 varyans ile iş doyumunu açıklamaktadır. Bunlara ilave olarak aracılık analizlerine göre temel benlik değerlendirilmenin iş doyumunu üzerinde gelecek zaman perspektifi aracılığıyla dolaylı etkisi bulunmuştur. Ayrıca duygusal tükenmenin iş doyumunu üzerinde dengeli zaman perspektifi ve negatif geçmiş zaman perspektifi aracılığıyla dolaylı etkisi bulunmuştur. Pozitif ve negatif duygulanım istatistiksel olarak kontrol edildiğinde zaman perspektifinin aracılık etkileri istatistiksel olarak anlamlı değildir. Araştırmanın bulguları, zaman perspektifinin iş doyumunu, temel benlik değerlendirme ve tükenmişlik değişkenleri ile ilişkili olduğunu göstermektedir. Sonuç olarak, örgütsel çevrede zaman perspektifi , kişisel farklılık değişkeni olarak dikkate alınabilir ve dengeli bir zaman perspektifi gelişimi iş yerinde ilerleme ve işe karşı tutumlarda olumlu bir gelişim sağlayabilir.

*Anahtar Kelimeler* : zaman perspektifi, iş doyumunu, temel benlik değerlendirme, tükenmişlik, dengeli zaman perspektifinden sapma

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## Section 1 - Introduction

Analyzing time is fundamental both objectively (clock time) and subjectively (individual constructions of time). Main concern in this research is psychological time. Psychological time perspective represents an individual's cognitive way of relating psychological concepts of past, present and future, which affects decision making and actions (Boniwell, 2005). An early definition of psychological time by Lewin (1951) is "the totality of the individual's views of his psychological future and psychological past existing at a given time" (p. 75).

The objective of current study was to find how job satisfaction (JS) is related to individual differences in time perspectives. JS and its relation to many constructs are analyzed in previous studies (Judge, Thoresen, Bono & Patton, 2001; Carsten & Spector, 1987; Scott & Taylor, 1985). Since there has not been much focus on time perspective (TP) in the organizational settings, the findings of this research have important theoretical and practical contributions to the literature. For example, TP may be used for the development of competencies. Competencies are identification of skills, knowledge and characteristics required to do the job and identification of behaviors related to success on the job ( Lucia & Lepsinger, 1999). Individual's TP may be improved to be used for defining development areas, coaching and training needs (Boniwell, Osin & Sircova, 2014). Theoretically, findings contribute time perspective dimensions as individual differences variable in predicting job satisfaction. Also associations with other organizational variables of core – self evaluations and burnout imply person – environment relationship and broadening current findings about impact of individual differences on both job satisfaction and burnout.

The present study's aim was to analyze both situational and dispositional predictors of JS and their interaction. Time perspective, core self-evaluations, burnout, affectivity and their relations to JS were examined in the frame of job satisfaction theories regarding person-environment fit. These theories relate both dispositional and situational sources of job satisfaction to work outcomes. Core self-evaluations are the fundamental evaluations of self, defined as a dispositional source of JS (Judge, 1998). Burnout is a psychological syndrome that involves a prolonged response to stressors in the workplace (Maslach, 2003) and level of burnout may change according to individual differences (Alarcon, Eschleman & Bowling, 2009).

The literature related to time perspective, properties of and related studies of the five dimensions are reviewed in the next section. Further, job satisfaction theories, dispositional sources of job satisfaction are reviewed. Core self-evaluations, affective states and big five traits as dispositional predictors of job satisfaction are also reviewed in this section. Burnout research is presented in the context of both dispositional and situational sources. Its relation to individual differences variables and outcomes are reviewed.

### **1.1. Time Perspective**

Researchers studied time and defined individual differences in people's perceptions of their past experiences, reaction to stimuli of the present events and anticipating future events. In the famous marshmallow experiment of Mischel, Ebbeson and Zeiss (1972), the preschool children were given the choice of eating the marshmallow immediately or waiting for a time for receiving two marshmallows. The children were investigated whether their attentional and cognitive mechanism worked

for voluntary delay of gratification and self-control. Mischel, Shoda and Rodriguez (1989) followed them into their adulthood and children who delayed gratification longer achieved higher academic performance and developed into more cognitively and socially competent adolescents. We are all faced with decisions and trade-offs in our life; whether to consume now or save for future needs, have fun now or work hard for future success or study for tomorrow's exam. According to time perspective theory, Zimbardo and Boyd (1999) contend that these decisions and attitudes originate from the differences in our framing of time. The influence of our perception of past and future to our current behavior is believed to be a nonconscious process. Past is reshaped by encoding, storing and retrieving memories. Remembering past is travelling through time and may include remembering past experiences or reconstructing them or experiencing both. Future is formed by expectations. Attitude and behavior is planned as a result of future consequences. Present orientation is focusing on present with little or no concern on future consequences. Some individuals tend to focus more on the present while others focus more on past or future events. Those temporal predispositions are dominant time perspectives of individuals and formed at early ages, developed through upbringing, family, culture, education, religion (Zimbardo & Boyd, 1999). Five dimensions were measured with Zimbardo Time Perspective Inventory (ZTPI). These dimensions are; Past Positive (PP), Past Negative (PN), Present Hedonistic (PH), Present Fatalistic (PF) and Future (F). PP reflects a nostalgic, warm attitude towards the past and a positive construction of past events. PN reflects a negative aversive view of the past, associated with depression, anxiety, unhappiness and low self-esteem and aggression (Zimbardo & Boyd, 1999). PP dimension is correlated with agreeableness and large social networks including significant others; spouse, romantic partner, family,

friends, coworkers.etc (Holman & Zimbardo, 2009). High PN leads to higher rejection sensitivity which results in intense emotional reactions to actual rejections and perception of rejection in ambiguous situations. It develops from childhood and may affect social relationships (Bernstein & Benfield, 2013).

PH reflects a risk taking attitude and an orientation toward present pleasure with little concern for future consequences and has deficiencies in the ability to delay gratification. The fatalistic present orientation, PF lacks the goal focus of future oriented individuals with a belief that future is predestined. This dimension is correlated significantly with aggression and depression (Zimbardo & Boyd, 1999). Present orientation is positively related to risk-taking behaviors (Zimbardo, Keough & Boyd, 1997), alcohol and substance use and abuse (Keough, Zimbardo & Boyd, 1999), interpersonal aggression and resource exploitation (Kruger, Reischl & Zimmerman, 2008), and negatively related to social network connection (Holman & Zimbardo, 2009).

The fifth dimension is future orientation which reflects striving for future goals and rewards and a strong tendency to delay gratification. This dimension is correlated significantly with conscientiousness and correlated weakly with anxiety and depression (Zimbardo & Boyd, 1999). Future orientation was positively related to research participation (Harber, Zimbardo & Boyd, 2003), coping with stressful events (Holman & Silver, 2005). Also negative correlation was found between procrastination and future orientation (Gupta, Hershey & Gaur, 2012). Financial planners; as they have a behavioral tendency to trade –off between investing today or in the future for higher yields, are higher on the future dimension (Albright & Mc Dermott, 2015).

Temporal focus on actions and events may be biased as a result of over-using or under-using one dimension. Focusing predominantly on one dimension for example present orientation creates temporal bias by disregarding future actions. A balanced time perspective has been proposed to facilitate wellbeing instead of sticking on a particular time (Boniwell & Zimbardo, 2004). Depending on a situation's needs and demands, balanced TP is mental ability to switch between the past, present and future components (Zimbardo & Boyd, 1999). Balanced TP is operationalized by Drake, Duncan, Sutherland, Abernethy and Henryl, 2008 with a cut – off point approach. By selecting a balanced TP sub-sample from those individuals scoring below the 33rd percentile on ZTPI dimensions of PN and PF, and above it on PP, PH and F scales. This approach was criticized as being sample dependent rather than measuring real psychological differences between individuals, and whether this cut-off points are optimal (Stolarski, Wiberg & Osin, 2015). Another operationalization of balanced TP was a cluster-analysis with four distinct time perspective patterns: future-oriented, present-oriented, balanced and negative (Boniwell, Osin, Linley & Ivanchenko, 2010). This method determines subgroup of individuals with similar scores which is also sample dependent. The deviation from balanced time perspective (DBTP) coefficient, also used in this study, is a measure derived from ZTPI scale (Stolarski, Bitner & Zimbardo, 2011). This measure of balanced TP has higher predictive validity than other existing balanced TP's indicators; cut-off point approach and cluster analysis. DBTP coefficient formulates optimum temporal orientation with high past positive score, a moderately high future and present hedonistic scores of ZTPI scale (Stolarski, Bitner & Zimbardo, 2011). DBTP focuses on individual differences and optimal points. It determines how close an

individual is to those optimal points. It is the root of the sum of squared deviations of individual scores from the optimum scores.

Balance in temporal orientation is associated with both mental and physical health and emotion regulation. Balanced TP was positively related to subjective wellbeing (Zhang, Howell & Stolarski, 2013), emotional intelligence (Stolarski et al, 2011), and more positive mood states (Stolarski, Matthews, Postek, Zimbardo & Bitner, 2014). Individuals with Balanced TP had better physical health and less hopelessness (Oyanadel & Casal, 2014). BTP was negatively related with neuroticism and positively related to self-esteem (Akirmak, 2014).

## **1.2. Job Satisfaction**

Work attitude research has important practical applications for organizational effectiveness and enhancement of individual life (Judge & Klinger, 2008). Job satisfaction is defined as pleasurable and positive emotional state resulting from appraisal of one's job (Locke 1969). As implicit in Locke's definition, job satisfaction is both cognitive and emotional process that individuals both evaluate their jobs by thinking and feeling. Hulin and Judge (2003) also defined JS as multidimensional responses of individuals to their job including cognitive, affective and behavioral components. These psychological, multidimensional responses are measured by evaluating characteristics of the job, emotional responses to events that occur on the job, and dispositions, intentions, and behaviors.

JS is accepted as most focal employee attitude (Saari & Judge, 2004) in industrial and organizational psychology. Its relation to many constructs has been studied widely. JS was related to job performance according to a meta-analysis by

Judge et al (2001) and has shown to be significantly associated with both organizational commitment and employee turnover (Carsten & Spector, 1987).

Considering the interactive approaches of person and environment, it is worth reviewing the literature of situational and dispositional sources of JS. Situational variables are defined as working conditions, salary, supervision that belongs to nature of the work. Dispositional variables are defined as intrinsic characteristics of individuals.

### **1.2.1 Theories of job satisfaction.**

There are many theories of JS but they are mostly classified in three categories in literature (Judge, Heller & Klinger, 2008). Situational theories propose that JS results from characteristics of the environment and nature of the job. Dispositional theories propose that personal characteristics of an individual cause that work outcome. A third category is an interactive one and proposes that JS results from interaction of situational and dispositional factors. Some of these theories are reviewed in the following sections according to their relation to person, to environment and to both person and environment.

Maslow's need hierarchy theory defines basic human needs as driving forces that cause behavioral outcomes (Maslow, 1943). These needs are, psychological needs, safety and security needs, belonging and love needs, self-esteem, confidence needs, self – actualization needs. Once a need is satisfied, an individual moves further to fulfill a higher order need. Therefore to enhance motivation at work, job has to allow for development and give opportunity to satisfy higher level needs.

Two-factor Theory (Herzberg, 1959) interacts both situational and dispositional factors that emphasizes JS by motivation-hygiene factors and proposes that factors

causing satisfaction and dissatisfaction are not same. The satisfiers are motivators such as growth, achievement, recognition, responsibility and their presence causes satisfaction but their absence does not lead to dissatisfaction. Hygiene factors are such as salary, status, security, work conditions that cause dissatisfaction. The absence of these cause dissatisfaction but their presence does not satisfy employees.

Equity theory (Adams, 1963) supports the idea that job context, outputs of a work are not enough to determine motivation. Employees need balance in what they give (inputs) and receive from the work (outputs). A sense of equity and fairness when compared to referent others causes satisfaction.

Vroom's expectancy theory is a sample of person-environment interaction in defining predictors of JS. According to this theory; valence, instrumentality of work place values interact with employee's expectancy. Discrepancies between expectancies and outcomes cause dissatisfaction (Vroom, 1964).

Value percept theory (Locke, 1976) states that employees' values determine their satisfaction level. Job characteristics and facets of a job are important for an employee only if it is valuable to the employee.

These theories are helpful in defining predictors of job satisfaction but in this study, job characteristics theory of Hackman and Oldham (1976) and theory of purposeful work behavior of Barick, Mount and Li (2013) are reviewed in more detail next. The job characteristics theory clearly defines core job dimensions and links them to work attitudes through three core psychological states. These theories integrate situational and dispositional factors in their model. Theory of purposeful work behavior is also based on job characteristics model with an additional psychological mechanism

functioning through personality traits. It is an integrative theory linking situational and dispositional factors to work outcomes with higher order goals and big five personality traits.

#### **1.2.1.1. Job Characteristics Theory**

In situational approach, job characteristics model was presented by Hackman and Oldham (1976) which is proposed to be used for work redesigns and improvements. The model proposes that intrinsically motivating characteristics of a job leads to higher levels of JS and the theory focuses on five core job characteristics: task identity, task significance, skill variety, autonomy and feedback. Task identity is the degree to which the job requires completion of a "whole" and identifiable piece of work with a visible outcome. Task significance is the degree to which a job has effect on other people, on organization or on environment as a whole. Employees find their job meaningful when the results have substantial impact. Skill variety is the extent that the job includes a variety of different activities and involves the use different skills and talents. Autonomy is the degree to which the job has freedom and independence to the employee and feedback is about obtaining direct and clear information about the work activities and about the effectiveness of his or her performance.

Five dimensions are leading three psychological states and they in turn lead work outcomes (Figure 1). These psychological states are; experienced meaningfulness, experienced responsibility and knowledge of the actual results. Experienced meaningfulness is the degree to which the individual experiences the job generally meaningful, valuable and worthwhile. Experienced responsibility is a state that the individual feels personally responsible for the results of the work. Knowledge of the results refers to continuous feedback about the individual's performance on the job.

These three psychological states are mechanisms that link job characteristics to personal and work related outcomes. Skill variety, task identity and task significance characteristics contribute to the psychological state of experienced meaningfulness. Autonomy contributes to the psychological state of responsibility for outcomes of the work. Feedback fosters psychological state of knowledge of the results. Optimum motivational condition of a job includes one of the three job characteristics (skill variety, task identity or task significance) leading to experienced meaningfulness and autonomy leading to experienced responsibility and feedback leading to knowledge of the results, according to the model. The links from these job characteristics to psychological states are stronger as employee growth need strength is higher (Hackman & Oldham, 1976). As a reference model to define situational factors, this model has fundamental dimensions of a job and mechanisms to state environmental effects that leads to work attitudes of motivation, performance, satisfaction, absenteeism and turnover (see Figure 1).

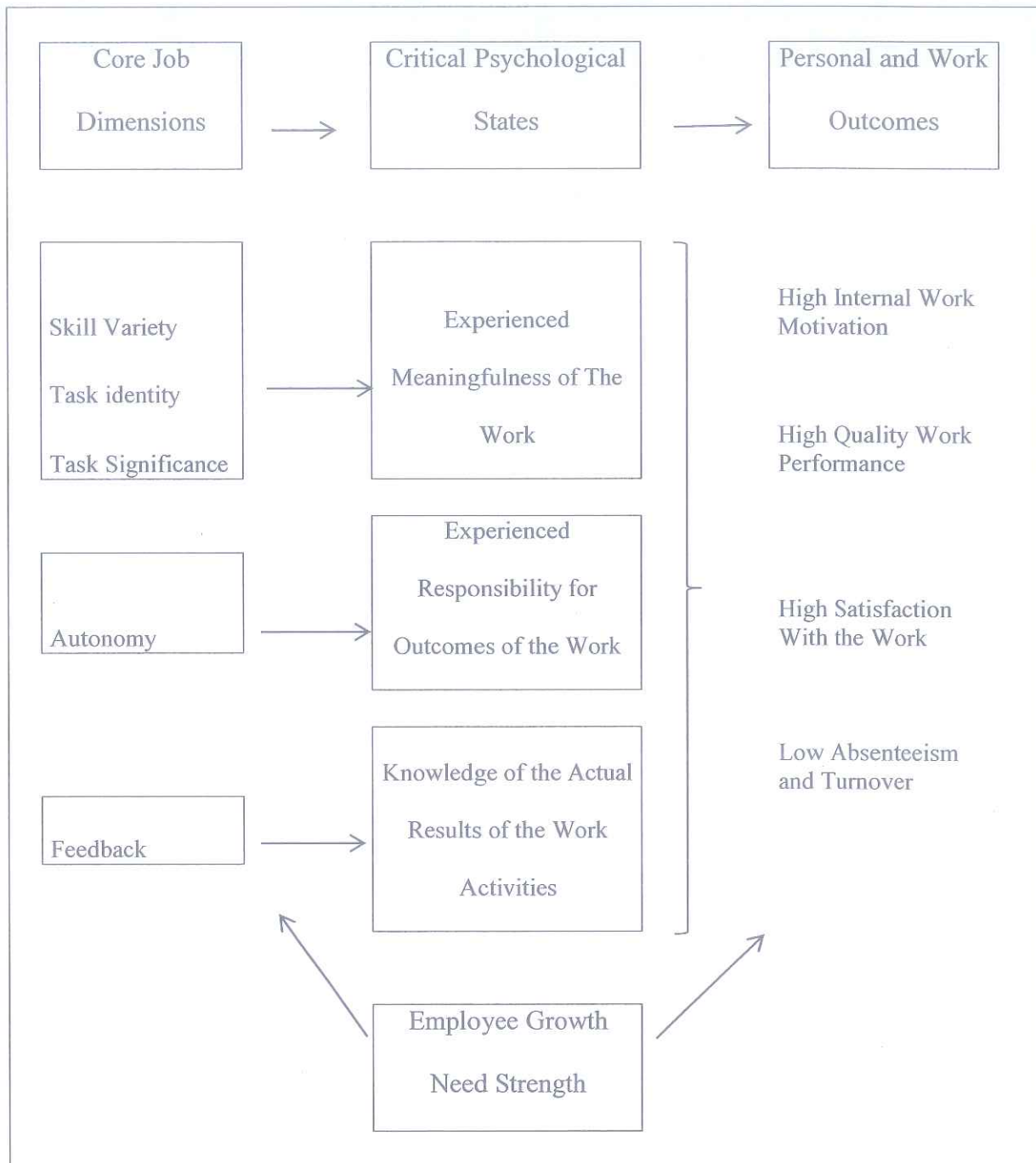


Figure 1. The job characteristics model of work motivation (Hackman & Oldham, 1976).

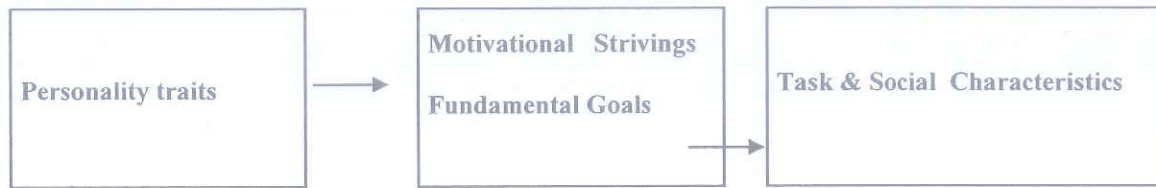
### 1.2.1.2. Theory of Purposeful Work Behavior

Using Hackman and Oldham's job characteristic model (1976) as a starting point, Barrick, Mount and Li (2013) proposed a model to examine the link between personality traits and work outcomes. Main differences between these two models are the following:

- i. Motivational forces in job characteristic model are activated by external factors whereas this model proposes that there are higher implicit goals instead of specific performance goals derived from the five factor model of personality (Barrick & Mount, 1991; Costa & McCrae, 1992).
- ii. Instead of "growth need strength" as a dispositional variable, there is an integrating mechanism between personality traits and intrinsic goals to work outcomes that explain how an individual will be intrinsically motivated through these goals.
- iii. This new model clearly identifies which specific personality traits and job characteristics are important in explaining behavior at work.

The associations of personality traits with motivational strivings and their corresponding job and social characteristics are stated in Figure 2. The expanded Hackman and Oldham's Job Satisfaction Model integrates job characteristics with personality traits by purposeful goal strivings (Barrick et al, 2013). The implicit higher order goals are communion striving, status striving, autonomy striving and achievement striving. The theory accepts that the individual is purposeful and aware of the significance and meaningfulness while attaining these goals. Conscientiousness was

related to achievement striving, extraversion was related to status striving and agreeableness was related to communion striving, autonomy was related to openness to experience (Barrick, Stewart & Piotrowski, 2002). The theory assumes that individuals are motivated to achieve these four fundamental, implicit goals related to their traits by directing mental attention and energetic activity and emotional connections.



Emotional stability Agreeableness	Striving for communion	Social support Interdependence Interaction outside organization
Extraversion	Striving for status	Power and influence Task significance Feedback from others
Openness to experience Extraversion	Striving for autonomy	Autonomy Task variety
Conscientiousness Emotional stability	Striving for achievement	Task identity Feedback from job or another

*Figure 2.* The relation of personality traits with motivational strivings of their corresponding job and social characteristics. Adapted from “The Theory of Purposeful work behavior. The role of personality, higher-order goals, and job characteristics” by Barrick, Mount and Li, 2013.

### **1.2.2. Dispositional Sources of Job Satisfaction**

Explaining reasons of a work attitude precisely needs considering both environmental circumstances and individual's dispositions (Barrick, Mount & Li, 2013). Although there is cumulating research about situational and environmental factors causing job satisfaction, there are other studies supporting the dispositional approach (Connolly & Viswesvaran, 2000; Illies & Judge, 2003). In addition, finding dispositional sources of JS has been a very influential research goal (Judge, Heller & Klinger, 2008). The idea is derived from the fact that association between a work attitude and outcome may be due to assessment of environmental conditions causing that attitude or, alternatively, genetic differences may lead individuals to hold that attitude. In a study by Staw and Ross (1985), job attitudes of individuals are found to be stable over time and across situations. A significant similarity was found in general job satisfaction ratings of 34 pairs of monozygotic twins reared apart from early childhood, which was evidence that there are genetic components of job satisfaction (Arvey, Bouchard, Segal & Abraham (1989). In the following sections, several individual differences variables are reviewed, which have been extensively studied in the JS literature as dispositional sources of job satisfaction. These are, core- self evaluations (Judge, Locke & Durham, 1997), big five traits (Mc Crae & Costa, 1999) and positive and negative affectivity (Watson, Clark & Tellegen, 1988).

#### **1.2.2.1. Core self-evaluations**

Another trait taxonomy to predict JS as a dispositional source, core self-evaluations (CSE) is defined as self-evaluation of one's worthiness, capability, and effectiveness (Judge, et al, 1997). It is a higher-order construct including four traits; self-esteem, locus of control, generalized self-efficacy and neuroticism. These traits are

included since they are fundamental, evaluative, and broad in scope (Judge & Bono, 2001).

Self-esteem is overall appraisal of one's self-worth. Locus of control is the belief that desired effects result from one's own actions rather than by fate. Generalized self-efficacy is fundamental ability to cope and perform successfully within a range of situations. Emotional stability (low neuroticism) is the propensity to feel calm and secure. These traits are highly correlated (Judge, Erez, Bono, & Thoresen, 2002), and share similar relations with job satisfaction and performance (Judge & Bono, 2001b). Individuals with high CSE are indicated by high levels of self-esteem, generalized self-efficacy, emotional stability, and internal locus of control.

Individual traits of CSE and CSE as a whole are positively related to JS (Judge & Bono, 2001). The reason why employees with high CSE have high job satisfaction is that employees with positive self-concept make positive inferences about themselves and accept their identity (Judge, Erez & Bono, 1998). CSE may have a direct effect on outcomes through a process of emotional generalization. Positive appraisals of self may spill over to influence other outcomes (Chang, Ferris, Johnson, Rosen & Tan, 2012). Based on Hackman and Oldham (1976)'s job characteristics model, individuals with positive self-evaluations rated their work higher on these core dimensions and more satisfied with their jobs (Judge et al, 1998). The relation of CSE to job satisfaction was proposed to be indirectly through perception of job characteristics. Individuals with positive self-evaluations see their jobs more challenging, choose more complicated jobs and satisfied more because they perceive all job characteristics, positively (Judge, Bono & Locke, 2000). Also the influence of CSE on motivation and performance is explained by self-consistency theory (Korman, 1970). According to this theory individuals are

motivated to perform in a manner consistent with their self-images. If the job or task requires effective performance, they are motivated to choose most satisfying task roles which are consistent with their self-cognitions, and which are in balance with their self-perceptions. If an individual has a self-cognition of being competent and need – satisfying, will choose most satisfying situations in balance with their self – perceptions. (Korman, 1970). Individuals with higher CSE choose higher levels of complexity on their tasks which in turn increases their JS (Srivastava, Locke, Judge & Adams, 2010). The influence of CSE to cognitive appraisals and behavioral reactions are also explained by approach/avoidance theoretical framework (Elliot & Thrash, 2002). This framework suggests that attitudes, motivation, emotion, and perception are all characterized by approaching positive stimuli and avoiding negative stimuli. Some personality traits involve sensitivity to positive stimuli (e.g. extraversion) or negative stimuli (e.g. neuroticism). High CSE individuals can be assumed to be both sensitive to positive stimuli and insensitive to negative stimuli (Elliot & Thrash, 2002).

#### **1.2.2.2. Positive and negative affectivity**

The person – environment interaction is associated with production of moods and emotions at workplace (Brief & Weiss, 2002). Affect represents a broad range of feelings that individuals experience and dispositional affect is an overall tendency to respond to situations in predictable ways i.e. positive affectivity is tendency to experience positive moods (Woods & West, 2010). Affective disposition includes the traits of positive affectivity (PA) and negative affectivity (NA). PA is tendency to experience positive emotions. Individuals with high PA exhibit enthusiasm, high energy, full concentration and pleasurable engagement whereas individuals with high NA exhibit a general dimension of subjective distress and unpleasurable engagement

with aversive mood states of anger, contempt, disgust, guilt, fear, and nervousness (Watson et al, 1988). There are studies relating PA and NA to job satisfaction (Illies & Judge, 2003; Thoresen et al, 2003). According to a meta-analysis, there was negative correlation between negative affectivity and job satisfaction and positive correlation between positive affectivity and job satisfaction. 10 - 25% of variance in job satisfaction can be explained by individual differences in affectivity (Connolly & Viswesvaran, 2000).

### **1.2.2.3. Big five personality traits**

Research on personality mostly based on big five traits which classify traits under five dimensions: neuroticism, extraversion, conscientiousness, agreeableness and openness to experience (Costa & McCrae, 1992). Neuroticism is a general tendency to have negative emotions, anxiety, depression, hostility and guilt. Extraverted individuals reflect a cheerful, outgoing, sociable type of personality (Costa & McCrae, 1992). Conscientiousness individuals are achievement oriented, organized, dependable and responsible. Agreeableness is being cooperative, caring, trusting and warm. Openness to experience reflects a type of personality that desires uniqueness, change, variety, imaginativeness (Costa & McCrae, 1992).

Traits of neuroticism, extraversion and conscientiousness displayed moderate correlations with job satisfaction (Judge, Heller & Mount, 2002). The big five traits together had a multiple correlation of .41 with JS (Illies & Judge, 2003). The variables CSE, TP and affective states are also related to big five traits. Neuroticism is common in big five and CSE and CSE had strong and positive relations with conscientiousness (Judge, Erez, Bono & Thoresen, 2003), extraversion and agreeableness (Chang et al,

2012). The associations between dimensions of ZTPI and personality traits (Zhang & Howell, 2011; Zimbardo & Boyd, 1999; Dunkel & Weber, 2010) are summarized in Table 1. Significant positive association between extraversion and PP, PH; neuroticism and PN, PF; conscientiousness and F (Zhang & Howell, 2011); openness to F and PH (Zimbardo & Boyd, 1999; Dunkel & Weber, 2010). Personality traits are studied in subjective wellbeing research and they are related to affective states (Deneve & Cooper, 1998). Because of temperament of these personality traits, extraversion leads to positive affect and neuroticism leads to negative affect. (Costa & McCrae, 1980).

Table 1

*Direction of Associations Among Personality Traits and Time Perspective Dimensions*

<b>Personality Traits</b>	<b>TP dimensions</b>	<b>Direction of The Relation</b>
Extraversion	Past positive	positive
Agreeableness	Past positive	positive
Conscientiousness	Future	positive
Extraversion	Future	positive
Openness to experience	Future	positive
Neuroticism	Past Negative	positive
Conscientiousness	Past Negative	negative
Agreeableness	Past Negative	negative
Extraversion	Present Hedonistic	positive
Conscientiousness	Present Hedonistic	negative
Neuroticism	Present Hedonistic	negative
Openness to experience	Present Fatalistic	negative
Conscientiousness	Present Fatalistic	negative
Neuroticism	Present Fatalistic	positive
Neuroticism	Balanced Time Perspective	negative
Self Esteem	Balanced Time Perspective	positive

*Note.* Adapted from studies of Dunkel and Weber (2010), Zimbardo and Boyd (1999), Akirmak (2014).

### 1.3. Burnout

Because of its relation to job satisfaction, defined as opposite side of engagement, burnout was examined in this research. A biased temporal orientation may cause an individual to experience high levels of burnout besides the environmental conditions. Employees are most likely to engage in work stress caused by dissatisfaction. The dysfunctional relation between person and the work context causes burnout which is a job-specific type of stress (Best, Stapleton & Downey, 2005). It is defined as a syndrome of emotional exhaustion and cynicism (Maslach & Jackson, 1981). Burnout is a response to overload, role conflict and role ambiguity (Maslach, Schaufeli & Leiter, 2001). Most visible signs of burnout on individuals are that they seem bored, fatigued, disenchanted, and inflexible (Freudenberger, 1975). Three dimensions of burnout are; emotional exhaustion, depersonalization and personal accomplishment (Maslach et al, 2001). Emotional exhaustion is most obvious one and reflects the stress dimension of burnout. When depersonalization is observed, individuals consider service recipients as impersonal objects. For other occupations which are not including human services, individuals show a cynical attitude when they are exhausted and discouraged. The personal accomplishment dimension is related to other dimensions since it is not possible to be efficient and gain personal accomplishment when emotionally exhausted and depersonalized. Earliest studies of burnout were at occupations including human service e.g., healthcare, education, social work (Maslach & Jackson, 1981). Recent research expanded this measure to other occupations with development of Maslach Burnout Inventory, MBI- General Survey (Maslach, Jackson & Leiter, 1996). What differs burnout from work related stress is that burnout is experienced in occupations specifically including human service. Although

burnout is an individual experience, it is specific to work context. Workload, time pressure, role conflict, role ambiguity, scarce resources, lack of feedback, social support are all specific job characteristics related to burnout (Maslach, Schaufeli & Leiter, 2001). But it is likely that individual difference factors also have an important role in development of burnout (Maslach et al, 2001). There is a significant influence of core self-evaluations negatively and perceived organizational constraints (organizational practices and policies) positively on burnout. Burnout in turn has direct negative effect on job satisfaction (Best et al, 2005). Both overall job satisfaction and employee engagement were found to be correlated with customer satisfaction, profitability, productivity, employee turnover, and safety outcomes (Harter, Schmidt & Hayes, 2002). Burnout is defined as opposite end of engagement which is a work related attitude representing a condition where employees are not only satisfied but they are actively involved and enthusiastic about their job.

#### **1.4. Related Studies in Turkey**

Time perspective studies with ZTPI scale are limited in Turkey. A dissertation study examined relations of time perspective and big five personality traits (Alacatlı, 2013) and time perspective and its relation to perception of self and interpersonal relations (Akirmak, 2015) are studies using ZTPI scale.

There are many studies about job satisfaction in Turkey but the ones related to our studied variables are ; relation of core self-evaluations to job satisfaction and job performance , conducted with employees from private sector organizations (Gürbüz, Erkuş & Sığırı, 2010). And relations of burnout and job satisfaction at banking sector (Ok, 2004; Ceyhan& Siliğ, 2005; Bez & Emhan, 2011; Güner, Çiçek & Can, 2014;

Gürbüz & Karapınar, 2014). The samples in these studies are from bank employees and significant negative effects of burnout on job satisfaction are determined.

### **1.5. Research Objectives and Hypotheses**

As presented in the literature review in previous section, time perspective is not studied in organizational psychology. Therefore the primary goals of the present study are:

- a. To examine whether there is an association between time perspective of an individual and job satisfaction.
- b. To explore possible mediation effects of time perspectives in both
  - Core self-evaluations and job satisfaction relation
  - Burnout and job satisfaction relation

The relations of studied variables to job satisfaction were examined in the frame of theory of purposeful work behavior (Barrick, Mount & Li, 2013). In the current study, and in the theory of purposeful work behavior, it is assumed that task and social characteristics (i.e., social support, task identity, autonomy) are present at the work environment, perceived objectively and provide the context in which an individual's purposeful work striving is interpreted as being personally meaningful. For example work situations provide a setting in which conscientious individuals can successfully fulfill their achievement goals. With the subjective evaluation of the work conditions, an employee strives for fundamental intrinsic goals related to his dominant personality trait as a motivation process to attain work outcomes (i.e., job satisfaction, withdrawal, counterproductive behaviors).

In light of these conceptual links and theory of purposeful work behavior, time perspective dimensions and balanced TP were expected to have an association with the job satisfaction through motivating fundamental goals associated to each personality

trait. For example individuals with dominant past positive time perspective are extravert and agreeable. As personality traits initiate purposeful goal strivings, extravert and agreeable individuals are more likely to strive for communion and status. When the motivational forces associated with job characteristics are present in the work context and they are in line with these goals, this state will lead individuals to experienced meaningfulness. This psychological state causes attainment of work outcomes.

Individuals were expected to have higher job satisfaction with this psychological mechanism. Same path for individuals who are high in future dimension moves through conscientiousness as initiating trait and the related purposeful goal is achievement orientation. Future oriented employees were expected to have higher job satisfaction when they fulfill their achievement needs in work environment. As an exploratory study and based on these expectations, following hypothesis was stated to explore the associations of all TP dimensions to job satisfaction:

Hypothesis 1: Time perspective dimensions were expected to be related to job satisfaction.

The operationalization of balanced TP used in this study is with high past positive score, a moderately high in future and present hedonistic scores of ZTPI scale (Stolarski et al, 2011). As previously stated, balanced TP have relations to positive constructs such as subjective wellbeing (Zhang, Howell & Stolarski, 2013), more positive mood states (Stolarski et al, 2014) and associated negatively with neuroticism (Akirmak, 2014). Individuals having balanced TP were supposed to have higher job satisfaction since they are low in past negative dimension and neuroticism, also high in past positive dimension and extraversion. Therefore it was hypothesized that;

Hypothesis 2: Balanced time perspective was expected to be positively related to job satisfaction.

As an explorative study, to test whether TP dimensions predict these organizational variables of JS, core- self evaluations and burnout, a series of linear regressions were computed both for TP dimensions and for DBTP. Following hypothesis was formulated.

Hypothesis 3: TP dimensions were expected to explain unique variance in job satisfaction, core self-evaluations and burnout.

Hypothesis 4: Balanced TP was expected to explain unique variance in job satisfaction, core self-evaluations and burnout.

Previous studies have found that core self-evaluations and burnout predict job satisfaction. Since there is no research exploring relations of time perspective to JS, this research also aimed to find out how much additional variance balanced TP and dimensions of TP explain in JS. So it is hypothesized that;

Hypothesis 5: TP dimensions were expected to explain unique variance in JS when, CSE and burnout are statistically controlled.

Hypothesis 6: Balanced TP was expected to explain unique variance in JS when, CSE and burnout are statistically controlled.

Given the relations of CSE to big five traits, CSE was expected to be associated to TP dimensions. Individuals with high CSE were expected to be high in past positive and future dimensions and low in past negative dimension. Time perspectives were expected to mediate the effect of CSE on job satisfaction such that part of the positive influence of core self-evaluations on job satisfaction was expected to be through time

perspective dimensions or due to having an optimal combination of time perspectives as balanced TP. So it is hypothesized that;

Hypothesis 7: TP dimensions were expected to mediate the relation between CSE and job satisfaction.

Hypothesis 8: Balanced TP was expected to mediate the relation between CSE and job satisfaction.

Burnout research mostly focused on environmental factors but individual differences are also important in development of burnout. A meta-analysis by Alarcon et al. (2009) found significant associations among traits of Big Five, CSE, PA, NA and burnout. These traits together explained significant variance in burnout. As previously stated, TP dimensions and personality traits and affective states are associated. Also extraversion is negatively and neuroticism is positively related to burnout (Sulea, Van Beek, Sarbescu, Virga & Schaufeli, 2015). Individuals having balanced TP were supposed to experience less burnout since they are low in PN dimension and neuroticism, and high in PP dimension and extraversion. These traits specifically lead to striving for communion and status to be intrinsically motivated and with these motivating goals they were expected to have higher job satisfaction. Therefore it was aimed to explore whether relation of burnout to job satisfaction was through balanced TP or the dimensions of TP and it was hypothesized that;

Hypothesis 9: TP dimensions were expected to mediate the relation between burnout and job satisfaction.

Hypothesis 10: Balanced TP was expected to mediate the relation between burnout and job satisfaction.

As a result of conceptual relationships between affective states, personality traits and studied predictors (TP, CSE, burnout, positive and negative affectivity) of job satisfaction in this research; and significant relations of positive and negative affectivity to burnout (Alarcon et al, 2009) a model stated in Figure 3 was also tested. Addition of positive and negative affectivity to this model measures total, direct and indirect effect of burnout on JS through time perspectives by statistically controlling for affectivity. So following hypothesis were formulated to test whether indirect effects of time perspectives were still statistically significant when positive and negative affectivity was statistically controlled.

Hypothesis 11: When positive and negative affectivity was statistically controlled, TP dimensions were still expected to mediate the relation between burnout and job satisfaction.

Hypothesis 12: When positive and negative affectivity was statistically controlled, balanced TP was still expected to mediate the relation between burnout and job satisfaction.

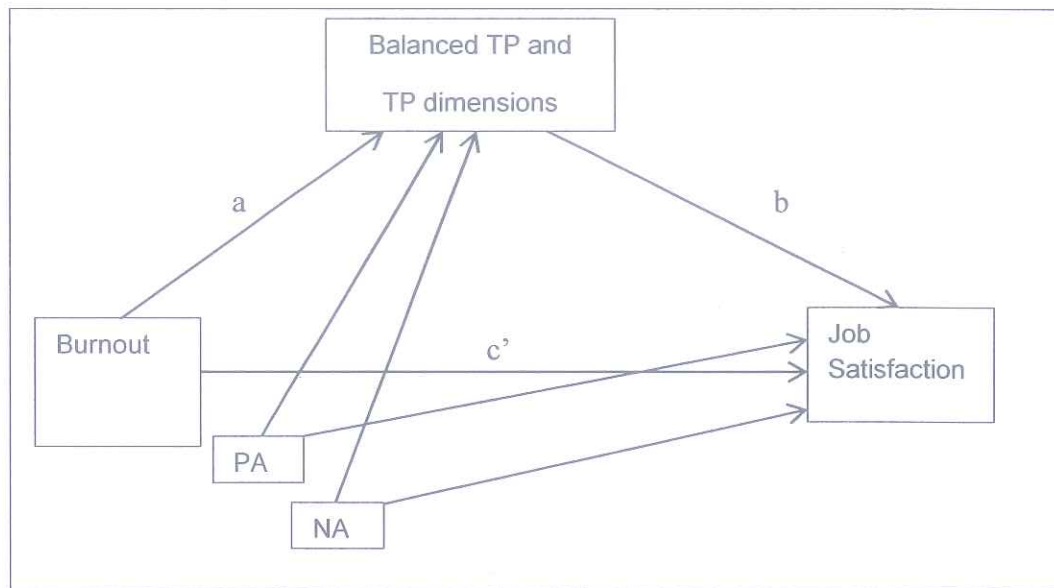


Figure 3. Mediation model for burnout and job satisfaction. Balanced Time Perspective is mediator and positive and negative affectivity are control variables. PA: Positive Affectivity and NA: Negative Affectivity.

## Section 2 - Method

### 2.1. Participants

The sample consisted of 135 employees of 5 private banks in Turkey. There were 201.205 employees working at banking sector in Turkey, % 51 of them were female and % 78 of them were university graduate (December 2015). Data was collected through a questionnaire including 6 sections, 136 questions. 86 of the participants filled online surveys and 49 of them filled paper and pencil versions. The measured constructs were Balanced Time perspective, Job Satisfaction, Core Self Evaluations, Burnout and Positive and Negative Affectivity. There was also a section including demographic questions. The demographic properties of the sample were; 104 of the respondents were females and 30 of the respondents are males with an average age of 38,  $SD = 5,71$  ranging from 24 to 51. Their average tenure was 16 years. % 64 of them are managers. 72 % of the employees were 4-year university graduates.

### 2.2. Materials

#### 2.2.1. Zimbardo Time Perspective Inventory (ZTPI)

To measure participants' time perspectives, Zimbardo Time Perspective Inventory (ZTPI; Zimbardo & Boyd, 1999) was used. The scale is a 56-item measure including five subscales measuring temporal frames of past-positive (9 items), past-negative (10 items), present –hedonistic (15 items), present fatalistic (9 items) and future (13 items). The ZTPI uses a 5-point Likert scale ranging from 1 (Very untrue of me) to 5 (Very true of me). In this study deviation from the balanced time perspective

(DBTP) method was used (Stolarski et al, 2011). DBTP score indicates how far a participant is from the 'optimal' point on each dimension and these optimal points are 4.60 for past positive, 3.90 for present hedonism, 4.00 for future, 1.95 for past negative and 1.50 for present fatalism. DBTP coefficient close to zero indicates a perfectly balanced TP and a high positive value indicates deviation from the balance. From the scale scores of each dimension, DBTP coefficient is calculated by taking root of sum of squares of each participants 'deviation (difference of optimum scores from their scale scores).

$$DBTP = \sqrt{(oPN - ePN)^2 + (oPP - ePP)^2 + (oPF - ePF)^2 + (oPH - ePH)^2 + (oF - eF)^2}$$

### 2.2.2. The Positive and Negative Affectivity Scale (PANAS)

Dispositional affect was measured with the Positive and Negative Affect Schedule (PANAS; Watson et al, 1988). The 20-item scale aims to measure positive and negative affectivity by asking participants to indicate how often they generally experience ten positive and ten negative emotions (e.g enthusiastic, excited, active, afraid, nervous, hostile). The scale is a seven point Likert type that is developed to measure mood but when measured with longer-term instructions(e.g. past year or general) , results exhibit traitlike stability. There are 10 positive and 10 negative emotions and there is negative correlation between two dimensions. The reliability coefficient for positive affectivity is .88 and negative affectivity is .87 (Watson et al, 1988 ). The reliability coefficients for the Turkish sample is .86 and .83 respectively (Gençöz, 2000)

### **2.2.3 Minnesota Job Satisfaction Scale (MJSQ)**

The 20- item short version of Minnesota Satisfaction Questionnaire was used (Weiss, Dawis & England, 1967). The scale is rated on a 5-point Likert scale 1 “very dissatisfied” to 5 “very satisfied”. Item responses are summed or averaged to create a total score – the lower the score, the lower the level of job satisfaction. The scale measures intrinsic, extrinsic and general job satisfaction level. In this study, general satisfaction score was used. The Cronbach Alpha of the original scale is .90. Cronbach alpha reliability is .77 for the Turkish version (Baycan, 1985).

### **2.2.4. Maslach Burnout Inventory (MBI)**

22-item Maslach Burnout Inventory was used (MBI; Maslach & Jackson, 1986) which included three subdimensions; Emotional Exhaustion (9 items), Depersonalization (5 items) and Personal Accomplishment (8 items). The scale was adapted to Turkish sample by Ergin (1993). Respondents answered questions using a 5-point scale ranging from 1 (never) to 5 (always). The original scale is 7 point likert type but the Turkish version of the scale is 5 point Likert type for adaptation. The Cronbach alpha reliabilities in this study were. 86 for Emotional Exhaustion. 68 for Depersonalization and. 82 for Personal Accomplishment which was similar to previous research. A separate scale score was calculated for each dimension by summing up the corresponding items. Burnout is high when Emotional Exhaustion and Depersonalization scores are high and Personal Accomplishment score is low. All subscales were measured in the current study but only Emotional Exhaustion dimension

was used for the analysis since it correlated higher than the other two dimensions with JS and BTP ( $r = -.61$  and  $r = -.40$  respectively).

#### ***2.2.5. Core Self Evaluations Scale (CSES)***

12-item scale developed by Judge et al (2003) measures four specific traits which are neuroticism, generalized self-efficacy, self-esteem and locus of control. Items 2, 4, 6, 8, 10 and 12 are reverse coded. An example of the Turkish version is studied by Kisbu (2006). The scale is a 5 - point Likert scale (5 = completely true; 1= completely false). In the current study, factor analysis of 12 items resulted in an alpha reliability of .80 which is similar to previous studies. High CSE score means high self-esteem, low neuroticism, high general self-efficacy and internal locus of control which result in a general positive self-evaluation. High core self-evaluators are self –confident, believe that they are capable and low core self-evaluators doubt their abilities and blame themselves for failures.

## Section 3 - Results

### 3.1. Data Analysis

Descriptive and frequency analysis were used to define demographic properties of the data. Correlational analyses were applied to examine the relationship among TP, CSE, burnout, PA, NA and JS. TP dimensions and deviation from balanced time perspective (DBTP) were highly correlated. To deal with this multicollinearity problem, regression analyses were computed separately for both TP dimensions and DBTP (Leech, Barrett & Morgan, 2005). The sample size ranged from 126 – 135 due to missing values in the data. Listwise method was used for handling missing value problems which eliminates all cases with any amount of missing data (Roth, 1994).

Multiple linear regression analyses were computed to explore possible effects of time perspectives on organizational variables of CSE, burnout and JS. As previous literature indicated CSE and burnout accounted for a significant amount of the variance in JS, hierarchical regression analysis were used to determine additional variance explained by TP dimensions and DBTP.

The procedures of mediation analysis are mostly guided by the procedures outlined by Barron and Kenny, 1986. Recent applications follow Hayes' bootstrap method (2013) because of the shortcomings of the Barron and Kenny approach. In this study Hayes bootstrap method (2013) was applied to test for indirect effects of CSE on job satisfaction and burnout on job satisfaction through time perspectives. Hayes' method involves creating simulated datasets using resampling, i.e., bootstrap samples. A bootstrap confidence interval for a relative indirect effect is constructed by repeatedly

taking samples of size of the original sample with replacement from cases in the data and estimating all the coefficients in the mediation model in each bootstrap sample. From the estimated coefficients, the relative indirect effects are calculated. Confidence interval for each relative indirect effect is constructed as the bootstrap estimates that define the lower and upper bounds. The relative indirect effect is statistically significant if these bounds do not include zero. Baron and Kenny (1986) casual steps approach is based on a set of hypotheses tests on each path in a casual model; a mediator either completely or partially mediates independent variable's effect. These steps are; regression of independent variable (IV) on dependent variable (DV) ignoring mediator, is significant (path c), regression of IV on mediator is significant (path a), regression of mediator on DV is significant (path b) and lastly regression of IV on DV is significant controlling for mediator ( $c'$ ). If effect of IV on DV is not significant after controlling for mediator, full mediation occurs. If this effect is still significant but decreases with the indirect effect of mediator, partial mediation occurs. Baron and Kenny method searches for a significant total effect of IV on DV. Hayes (2013) states that this is not a prerequisite to search for evidence for indirect effects. There may be indirect effects without a direct effect. As the total effect is sum of direct and all indirect effects, if there is one positive and one negative indirect effect at the same magnitude then multiple indirect effects will sum to zero. Baron and Kenny (1986) method is criticized as having low statistical power in most cases (Preacher & Hayes, 2004).

An additional mediation model was tested to examine the indirect effects of time perspectives when positive and negative affectivity were statistically controlled.

### 3.2. Descriptive Statistics

The sample consisted of 135 employees of 5 private banks working at headquarters and branches in Istanbul. The demographic properties of the sample are shown in Table 2. 77% of the respondents were females and 72 % of the respondents were 4-year university graduates. Average age of the sample was 38,  $SD = 5,71$  with average tenure, 16 years,  $SD = 6$ .

Table 2

*Descriptive Statistics for The Demographic Variables*

	<i>n</i>	<i>%</i>	<i>M</i>	<i>SD</i>
Age	132		38	5.71
Tenure	132		16	6
Job Position	131		1.3	.47
Manager	87	64		
Non - managerial position	44	33		
Gender	134		1.2	.42
Female	104	77		
Male	30	22		
Education	132		2.1	.50
University ( 2 years)	10	7		
University ( 4 years)	98	72		
Master Degree	24	17		

*Note.* Sample size range from 126 -135 due to missing data.

### 3.3. Correlations

Cronbach's coefficient alpha is internal consistency reliability which indicates the consistency of a multiple item scale (Leech et al, 2005). Cronbach alpha values for the scales and correlation coefficients of the measured variables are displayed in Table 3. Correlation coefficients were computed to assess relations between CSE, burnout, time perspectives; affective states and job satisfaction (see Table 3). As hypothesized, individuals with DBTP score close to zero reported high levels of job satisfaction. TP dimensions were also correlated with JS which indicates a negative association between PN and PF dimensions and positive association between PP, PH and F. Individuals high on PP dimension or PH dimension had high job satisfaction or individuals high on PN dimension had low levels of job satisfaction. Hypothesis 1 and hypothesis 2, expecting an association between DBTP, dimensions of TP and job satisfaction were supported.

Consistent with previous findings, there was strong positive association between core self-evaluations and job satisfaction ( $r = .49, p < .01$ ). There was strong negative correlation ( $r = -.61, p < .01$ ) between emotional exhaustion and job satisfaction. This dimension of burnout displayed higher correlations with job satisfaction than depersonalization and personal accomplishment dimensions. For this reason, only emotional exhaustion dimension was used as an indicator of burnout in the rest of the analyses.

Table 3

## Descriptive Statistics and Correlations for the Measured Variables

	Means	SD	$\alpha$	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Job Satisfaction	3.60	0.47	-	-												
2. Past Negative	2.77	0.56	.78	-.29**	-											
3. Past Positive	3.74	0.41	.61	.22*	-.01	-										
4. Present Fatalistic	2.67	0.46	.61	-.24**	.39**	-.03	-									
5. Present Hedonistic	3.40	0.48	.81	.21*	.04	.25**	.23**	-								
6. Future	3.80	0.38	.70	.25**	.04	.22*	-.36**	-.26**	-							
7. DBTP	1.96	0.52	-	-.40**	.66**	-.46**	.72**	-.12	-.32**	-						
8. Core Self Evaluations	3.53	0.44	.80	.49**	-.55**	.15	-.44**	.09	.20*	-.56**	-					
9. Emotional Exhaustion	2.40	0.69	.86	-.61**	.31**	-.12	.35**	-.05	-.17*	.39**	-.39**	-				
10. Depersonalization	1.85	0.66	.68	-.28**	.26**	-.16	.20*	-.01	-.1	.30**	-.23**	.57**	-			
11. Personal Accomplishment	4.00	0.63	.82	.43**	-.21*	.14	-.21*	.24**	.17	-.29**	.45**	-.45**	-.34**	-		
12. Positive Affectivity	5.10	0.66	.81	.38**	-.28**	.19*	-.24**	.30**	.18*	-.39**	.49**	-.35**	-.22*	.56**	-	
13. Negative Affectivity	2.99	0.76	.89	-.41**	.52**	-.19*	.31**	-.23**	-.06	.53**	-.64**	.35**	.27**	-.42**	-.35**	-

Note. Sample size range from 126 -135 due to missing data,  
DBTP : Deviation From Balanced Time Perspective. \* $p < .05$ ; \*\* $p < .01$

### 3.4. Regression analyses

Effects of TP dimensions and balanced TP on JS, CSE and burnout were explored with multiple regression analysis. Six regression equations were tested to examine separate effects of TP dimensions and balanced TP on dependent variables of JS, CSE and burnout.

The beta weights presented in Table 4 suggest that PN negatively and PH and F dimensions positively contribute most to predicting JS. The adjusted  $R^2$  was 0.21. This indicates that 21 % of the variance in JS was explained by the variables in the model. According to Cohen (1988), this is a small effect size.

PN, PF, PH and F dimensions contribute most to predicting CSE indicating that 40 % of the variance in CSE was explained by the model. According to Cohen (1988), this is a medium effect size. And the beta weights suggest that PN and PF dimensions contribute most to predicting burnout. 16 % of the variance in burnout was explained by the model. According to Cohen (1988), this is a small effect size.

In Table 4, results of multiple regression analysis where DBTP was independent variable were also presented. Significant amount of variance was explained by DBTP in predicting CSE, burnout and JS. The adjusted  $R^2$  of the models were significant with small effect size (Cohen, 1988). These findings implied that both TP dimensions and DBTP predict significant amount of variance in JS, CSE and burnout.

Table 4.

*Linear Regression Analyses Results for Time perspective Dimensions and DBTP on Job Satisfaction, Core-Self Evaluations and Burnout*

	<u>Job Satisfaction</u>	<u>Core Self Evaluations</u>	<u>Burnout</u>
TP dimensions	$\beta$	$\beta$	$\beta$
Past Negative	-.27**	-.48**	.22*
Past Positive	.10	.04	-.05
Present Fatalistic	-.10	-.23**	.25*
Present Hedonistic	.25**	.20**	-.14
Future	.27**	.17*	-.11
<i>Adj. R</i> <sup>2</sup>	.21	.40	.16
<i>F</i>	7.68**	18.6**	6.04**
<i>df</i>	5,120	5,127	5,128
DBTP	-.40**	-.57**	.39*
<i>Adj. R</i> <sup>2</sup>	.15	.31	.14
<i>F</i>	24**	61.6**	23.5**
<i>df</i>	1,124	1,132	1,132

*Note.* \* $p < .05$ ; \*\* $p < .01$

Two hierarchical multiple regression analysis were conducted to test whether time perspectives predicted unique variance in JS after controlling for CSE and burnout. DBTP and five TP dimensions are not included in the same regression analysis due to possible multicollinearity problem between TP dimensions and DBTP scores. These predictors contain much of the same information. DBTP was correlated with separate TP dimensions. Results are shown in Tables 5 and 6. In the first regression model, at step 1, CSE and burnout were entered as predictors. At step 2, five TP dimensions were entered into the model to explore unique variance in JS predicted by TP dimensions when controlling for the variables in Step 1 and to explore which dimensions have significant relation to JS. Both core self-evaluations ( $\beta = .30$ ) and burnout ( $\beta = -.33$ ) were significantly related to job satisfaction and they together explained 44 % (Adj  $R^2 = .44$ ) of the variance in job satisfaction. From the TP dimensions, present hedonistic and future time perspective accounted for an additional 5 % of the variance after controlling for CSE and burnout in Step 2. This change in  $R^2$  was significant,  $F(7,115) = 15.8$ ,  $p < 0.05$ .

In the second regression model, CSE and burnout were entered in step 1 and DBTP was entered as predictor in step 2. This time, unique variance in JS, predicted by DBTP was explored. The results of the two regression analysis are displayed in Table 5. In the second hierarchical regression, when DBTP was added to the regression at Step 2, DBTP did not account for an additional variance after controlling for CSE and burnout in Step 2. The change in  $R^2$  was not significant,  $F(3,119) = 31.3$ .

As a result of hierarchical regression analysis, from the five dimensions of TP, present hedonistic and future dimension accounted for 5 % of the variance beyond the

effects of CSE and burnout. These results imply that individuals high in present hedonistic dimension and high in future dimension have higher job satisfaction. Therefore as TP dimensions were expected to explain unique variance in JS when, CSE and burnout were statistically controlled, hypothesis 5 is supported. When DBTP was added to the regression, no significant relationship was found (see Table 6). Hypothesis 6, which expected to explain unique variance in JS when CSE and burnout were statistically controlled, was not supported.

Table 5.

*Summary of the Hierarchical Regression Analysis Predicting Job Satisfaction from Core Self Evaluations, Burnout, and Time Perspective Dimensions*

	Job Satisfaction	
	Step 1	Step 2
	$\beta$	$\beta$
CSE	.30**	.25*
Burnout	-.33**	-.33**
Past Negative		-.05
Past Positive		.04
Present Fatalistic		.11
Present Hedonistic		.17*
Future		.24*
<i>Adj. R</i> <sup>2</sup>	.44	.49
$\Delta R^2$		.05*
<i>F</i>	46.8	15.8
<i>df</i>	2	7

Note. \* $p < .05$ ; \*\* $p < .01$

Table 6.

*Summary of the Hierarchical Regression Analysis Predicting Job Satisfaction from Core Self Evaluations, Burnout, and DBTP*

	Job Satisfaction	
	Step 1	Step 2
	$\beta$	$\beta$
CSE	.30**	.26*
Burnout	-.33**	-.33**
DBTP		-.06
<i>Adj.R</i> <sup>2</sup>	.43	.43
$\Delta R^2$		.003
<i>F</i>	46.8	31.3
<i>df</i>	2	3

*Note.* \* $p < .05$ ; \*\* $p < .01$

### 3.5. Mediation analyses

Four mediation models were tested using bootstrapping method and obtained a 95 % confidence interval of the indirect effect for 10000 bootstrap resamples (Hayes, 2013). Process macro for SPSS 22 software was used for these tests. In four simple mediation models, TP dimensions and DBTP were tested separately as mediators of the relationships between CSE and JS and burnout and JS. TP dimensions and DBTP were not analyzed together because of multicollinearity.

The mediation analysis for CSE and job satisfaction is presented in Table 7 and Figure 4. Path a is effect of independent variable (CSE) on mediator and path b is effect of mediator on dependent variable (JS). Total effect is sum of direct and all indirect effects and it is the effect of CSE on JS in this case (see Table 7). Indirect effect is the effect of CSE on JS through mediators. Direct effect is effect of CSE on JS excluding the effect of the mediators. The bootstrap confidence interval support the claim with 95 % confidence that CSE influences job satisfaction through only future time perspective (0.0005 to 0.1426) as confidence interval does not include zero.

Table 7

## Mediation Analysis of the Association between Core Self Evaluations and Job Satisfaction via DBTP and Time Perspective Dimensions

Dependent variable	Mediator	Total			Direct			Indirect		
		B	SE	95% CI	B	SE	95% CI	B	SE	95% CI
Job satisfaction	DBTP	.52	.08	.3525 to .6864	.41	.10	.2003 to .6185	.11	.07	-.0150 to .2620
	Past Negative				.37	.11	.1489 to .5982	.07	.07	-.0475 to .2163
	Past Positive				.37	.11	.1489 to .5982	.01	.02	-.0169 to .0618
	Present Fatalistic				.37	.11	.1489 to .5982	-.01	.05	-.1134 to .0847
	Present Hedonistic				.37	.11	.1489 to .5982	.03	.03	-.0047 to .1062
	Future				<b>.37</b>	<b>.11</b>	<b>.1489 to .5982</b>	<b>.04</b>	<b>.03</b>	<b>.0005 to .1426</b>

Note. DBTP = Deviation from balanced time perspective. Statistical measures for significant mediations are marked in bold type.

The indirect effect through other four dimensions was not significant since their confidence intervals include zero. Hypothesis 7; expecting an indirect effect through TP dimensions was supported. As seen in Figure 4, core self-evaluations lead to job satisfaction and its effect is through future time perspective. Individuals who have high core self-evaluations are high on future TP dimension ( $a = .180$ ) and having high future time perspective ( $b = 0.253$ ) leads to high job satisfaction. The indirect effect was statistically significant ( $ab = 0.045$ ), with a confidence interval from  $-0.0005$  to  $-0.1426$ . The confidence interval was including zero ( $-.1170$  to  $.0092$ ) therefore indirect effect of core self-evaluations through DBTP was not significant. Hypothesis 8, expecting an indirect effect through DBTP was not supported.

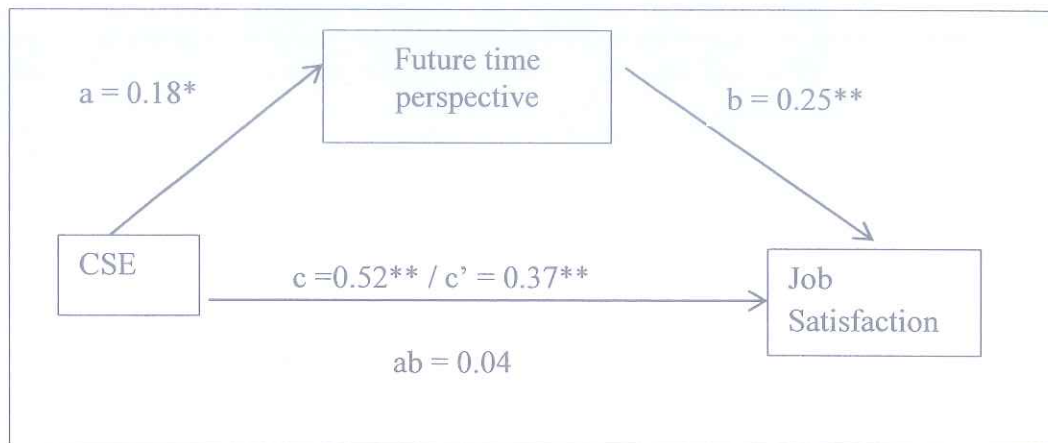


Figure 4. Results of mediation test for core self-evaluations (CSE) and job satisfaction relationship. Future time perspective is mediator. \* $p < .05$ ; \*\* $p < .01$

a: path from CSE to Future time perspective; effect of CSE on mediator

b: path from future time perspective to JS; effect of mediator on JS

c: total effect of CSE on JS;

c' : direct effect of CSE on JS;

ab: indirect effect of CSE on job satisfaction; effect of CSE on JS through mediator

total effect (c) = direct effect (c') + total indirect effects

c (0.52) = c' (0,37) + ab (0.04) + indirect effects of other mediators (0.11)

The mediation analysis for burnout and job satisfaction indicates a significant indirect effect through DBTP and past negative dimension. The bootstrap confidence intervals support the claim with 95 % confidence that burnout influences job satisfaction through DBTP and past negative time perspective (-0.1170 to -0.0092) and (-0.0815 to -0.0056) as both confidence intervals do not include zero (see Table 8). The indirect effect of burnout on job satisfaction through DBTP was statistically different from zero ( $ab = -0.05$ ), with a 95 % confidence interval from (-0.1170 to -0.092). Hypothesis 10, which was predicting a significant indirect effect through DBTP, was supported.

Table 8

*Mediation Analysis of Relationship Between Burnout and Job Satisfaction via DBTP and Time Perspective Dimensions*

Dependent variable	Mediator	Total			Direct			Indirect		
		B	SE	95% CI	B	SE	95% CI	B	SE	95% CI
Job satisfaction	DBTP	-.42	.05	-.5133 to <b>-.3210</b>	<b>-.37</b>	<b>.05</b>	<b>-.4680 to <b>-.2651</b></b>	<b>-.05</b>	<b>.03</b>	<b>-.1170 to <b>-.0092</b></b>
	Past Negative				<b>-.35</b>	<b>.05</b>	<b>-.4536 to <b>-.2543</b></b>	<b>-.03</b>	<b>.02</b>	<b>-.0815 to <b>-.0056</b></b>
	Past Positive				-.35	.05	-.4536 to <b>-.2543</b>	-.00	.01	-.0343 to <b>.0031</b>
	Present Fatalistic				-.35	.05	-.4536 to <b>-.2543</b>	.01	.02	-.0233 to <b>.0544</b>
	Present Hedonistic				-.35	.05	-.4536 to <b>-.2543</b>	-.01	.01	-.0545 to <b>.0105</b>
	Future				-.35	.05	-.4536 to <b>-.2543</b>	-.02	.02	-.0824 to <b>.0015</b>

Note. DBTP = Deviation from balanced time perspective. Statistical measures for significant mediations are marked in bold type.

As seen in Figure 5, burnout leads to dissatisfaction through the effect of past negative time perspective, those who experience more burnout are high on past negative time perspective ( $a = 0.256$ ) therefore dissatisfied more ( $b = -0.127$ ). A bootstrap confidence interval for the indirect effect ( $ab = -0.033$ ) based on 10,000 bootstrap samples did not include zero ( $-0.0815$  to  $-0.0056$ ). The indirect effect through other four dimensions was not statistically significant since their confidence intervals include zero. Referring to hypothesis 9, expecting TP dimensions to mediate burnout and JS relationship was supported.

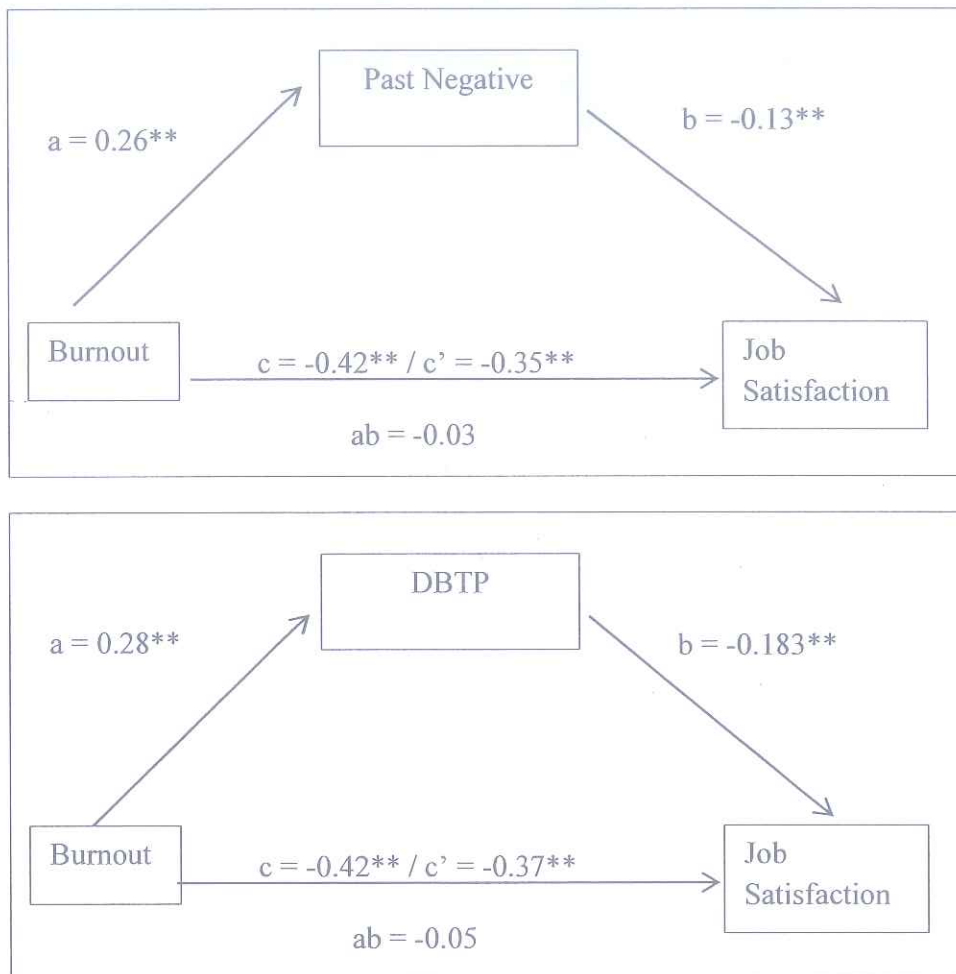


Figure 5. Results of mediation test for burnout and job satisfaction. DBTP and past negative time perspectives are mediators.  $*p < .05$ ;  $**p < .01$

a: path from burnout to DBTP and Past Negative perspective; effect of burnout on mediator

b: path from time perspectives to JS; effect of mediator on JS

c: total effect of burnout on job satisfaction;

c': direct effect of burnout on job satisfaction;

ab: indirect effect of burnout on job satisfaction; effect of burnout on JS through mediator

total effect (c) = direct effect (c') + total indirect effects

$c (-0.42) = c' (-0.37) + ab (-0.03) + \text{indirect effects of other mediators } (-0.04)$

Finally, a mediation model shown in Figure 6 was also tested. Positive and negative affectivity were used as control variables in this model since they were correlated with DBTP, burnout and TP dimensions (see Table 3). As seen in Figure 6, after statistically controlling for positive and negative affectivity, there was no evidence that burnout influenced job satisfaction through DBTP ( $ab = -0.008$ , with a 95 % bootstrap confidence interval of  $-0.0431$  to  $0.0028$ ). Also the indirect effect of burnout on job satisfaction through past negative TP dimension is not statistically significant ( $ab = -0.01$ , with a 95 % bootstrap confidence interval of  $-0.0475$  to  $0.0046$ ).

To summarize, the indirect effects in burnout and job satisfaction through past negative dimension and DBTP were not statistically significant when positive and negative affectivity were statistically controlled. The hypothesis 11 and 12, expecting an indirect effect through time perspectives and balanced TP after controlling for positive and negative affectivity were not supported. Due to associations between affectivity and mediator (burnout) and also between affectivity and dependent variable (JS), when effects of PA and NA were controlled, the indirect effect of burnout was not statistically significant.

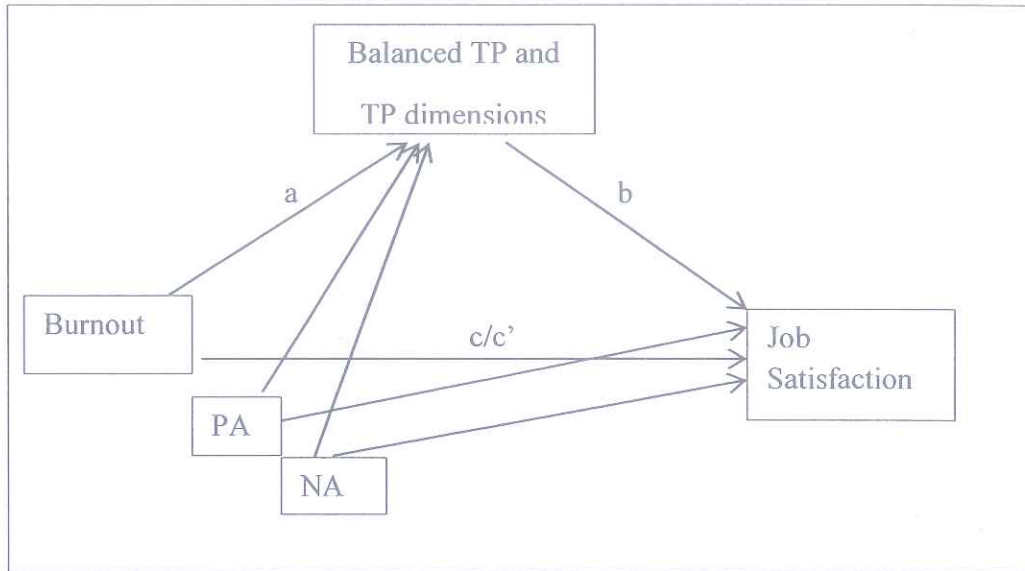


Figure 6. Mediation model for burnout and job satisfaction. PA: Positive Affectivity and NA: Negative Affectivity. DBTP and TP dimensions are mediators and positive and negative affectivity are control variables.

*a*: path from burnout to time perspectives; *b*: path from time perspectives to job satisfaction; *c*: total effect of burnout on job satisfaction; *c'*: direct effect of burnout on job satisfaction; *ab*: indirect effects of burnout on job satisfaction. \* $p < .05$ ; \*\* $p < .01$

## Section 4 - Discussion

The aim of the present study was to explore the role of individuals' time perspectives in work related outcomes. With this objective, three main research questions were examined. First, the relation between time perspective and job satisfaction was examined. Second, effects of time perspective on core self-evaluations, burnout and job satisfaction were explored. And third, mediating role of time perspectives in the relations of core self-evaluations and burnout to job satisfaction were tested. The association of core self-evaluations, big five traits and affective states to job satisfaction was previously examined as dispositional sources (Connolly & Viswesvaran, 2000; Judge & Bono, 2001; Judge, Heller & Mount, 2002). In this study, time perspective dimensions and DBTP was assumed as dispositional factors predicting job satisfaction. The results generally supported our hypothesis that there is a significant association between time perspective dimensions, balanced time perspective and job satisfaction. DBTP and time perspective dimensions were significant predictors of job satisfaction, core self-evaluations and burnout. Besides, present hedonism and future explained additional variance in predicting job satisfaction when core self-evaluations and burnout was statistically controlled. Future dimension was found to mediate the core self-evaluations and job satisfaction relationship. Burnout has an indirect effect on job satisfaction through DBTP and past negative dimension. When affectivity was controlled, there was no mediation effect. The present study contributed to time perspective theory by exploring effects of time perspective as an individual differences variable in organizational psychology.

#### 4.1. Balanced Time Perspective and Job Satisfaction

According to time perspective theory, individuals unconsciously divide their continual flow of past experiences into time frames that help to give order, coherence and meaning to those experiences. Their decisions and actions are shaped by using these time perspectives in setting goals, plans and expectations for future (Zimbardo & Boyd, 1998). There is a tendency to develop and overuse specific time dimension. Time perspective of an individual is developed and shaped continuously by culture, family, environmental and social factors (Zimbardo & Boyd, 1999). Individuals with a balanced TP experience more positive mood states, with higher energy and hedonic tone and lower tension (Stolarski et al, 2014). Balanced TP is strongest predictor of subjective wellbeing (Zhang, Howell & Stolarski, 2013 ) related to increased satisfaction with life, happiness (Drake et al,2008 and Boniwell et al, 2010) and mindfulness ratings were higher for BTP people (Seema & Sircova, 2013). TP has a role of prediction of adaptive psychological functioning because the dimensions are significantly predicting the constructs; life satisfaction, interpersonal relations, psychological well-being and emotional balance (Ortuno & Echeverrial, 2013). High balanced TP is related to high optimism and meaning in life (Orkibi, 2015). As positive features of life spill over job satisfaction (Judge and Watanabe, 1994), the present findings highlight the association of balanced TP to job satisfaction. Balanced time perspective was found to be positively related to job satisfaction. With its adaptive role and with the optimal combination of high past positive, moderately high future and present hedonistic time perspective, individuals strive to achieve the intrinsic goal related to their

dominant personality traits. This psychological state causes attainment of job satisfaction (Barrick & Mount, 1991).

Although all TP dimensions and balanced TP were related to job satisfaction, specifically future and present hedonistic dimensions will be discussed separately in following sections. Both present hedonism and future dimension explained additional variance in job satisfaction when core self-evaluations and burnout was controlled.

#### **4.2. Future Time Perspective and Job Satisfaction**

TP dimensions are related to personality traits (Akirmak, 2014; Dunkel & Weber, 2010; Zimbardo & Boyd, 1999). But time perspective differs from personality traits because it is more influenced by culture, education, upbringing as well as social and economic status (Zimbardo & Boyd, 1999). According to theory of purposeful work behaviour by Barrick, Mount and Li (2010), big five traits are integrated in facets of job satisfaction and work outcomes through motivating higher order implicit goals. Through these big five traits, time perspective dimensions seem to be related to these organizational outcomes. For example high future oriented individuals are conscientious (Zimbardo & Boyd, 1999), and conscientious individuals strive for achievement as higher order implicit goals and when the work environment is suitable to achieve their goals, they have higher job satisfaction (Barrick, Mount & Li 2010). This personality trait is found to be most consistent personality predictor of job performance (Barrick & Mount, 1991). Although job performance and job satisfaction relationship is a complex one with different mediators and moderators, they are strongly correlated (Judge et al, 2001; Saari & Judge, 2004). The

participants of this study were bank employees and they were high in future time perspective ( $M = 3.80$ ). The mean of future dimension was higher in our sample than college sample ( $M = 3.47$ ) of Zimbardo and Boyd (1999). As financial planners are future oriented because of their nature of work, operating in a financial market and dealing with financial risks continuously (Albright & McDermott, 2015). Bank employees were assumed to have same behavioural actions of financial planners; seem to be concentrating mostly planning, goal setting and focusing on future. When the situational context is suitable to achieve their intrinsic goals, future oriented employees seem to have higher job satisfaction.

#### **4.3. Present Hedonistic Time Perspective and Job Satisfaction**

Present hedonism is characterised by focusing on risk taking and sensation and pleasure seeking associated with positive affect (Zimbardo & Boyd, 1999). This dimension is most strong predictor of current mood and related to more positive moods. Individuals having a present hedonistic time perspective were more satisfied with their lives (Zhang & Howell, 2011). Researches demonstrated strong relation between job satisfaction and life satisfaction. One mechanism behind this relation is spill over effect. Positive aspects of life spill over job satisfaction (Judge & Watanabe, 1994). Therefore employees high on present hedonistic dimension seem to have high job satisfaction.

#### **4.4. Indirect Effect of Time Perspective in Core Self Evaluations and Job Satisfaction relation**

The results indicate that the relation of core self-evaluations to job satisfaction was through future dimension. Core self-evaluations are fundamental appraisal of self and significantly correlated with conscientiousness (Chang et al, 2012) and goal setting behaviour (Erez & Judge, 2001). Properties of future oriented individuals are being achievement oriented, highly organized by planning and goal setting and by considering future consequences. Individuals with positive core self-evaluations are future oriented, engage in more planning and goal setting actions since they consider more for future consequences. Future oriented individuals are consistent, work long and hard, have more education and get better jobs (Zimbardo & Boyd, 2008). High core self-evaluations seem to be relating to job satisfaction through being future oriented, since properties of future orientation seem to cause an individual to find an appropriate job concordant with his /her goals and plans.

Core –self evaluations was strongly related to balanced time perspective. From the traits of core self-evaluations; neuroticism was negatively related and self-esteem was positively related to balanced time perspective (Akirmak, 2015). Although there was strong association of core self-evaluations to balanced time perspective, core –self evaluations was not indirectly related to job satisfaction through balanced time perspective. The relation of core self-evaluations and job satisfaction is direct and through the psychological mechanisms as reviewed in previous section. Positive appraisals of self may spill over to influence other outcomes through a process of emotional generalization (Chang, Ferris,

Johnson, Rosen & Tan, 2012). This emotional stage seems to cause high job satisfaction. According to self-consistency theory (Korman, 1970), individuals are motivated to perform in a manner consistent with their self-images, engage in effective performance and choose most satisfying task roles which are consistent with their self-cognitions, and which are in balance with their self-perceptions (Korman, 1970). This may be leading individuals to search for satisfying tasks in their jobs and having higher job satisfaction. For these reasons core self-evaluations have strong direct effect on job satisfaction.

#### **4.5. Indirect Effect of Time Perspective in Burnout and Job Satisfaction relation**

Burnout had significant indirect effect on job satisfaction through DBTP and past negative. As stated previously, adaptive nature of balanced time perspective leads individuals to switch flexibly between dimensions according to situational needs. Employees experiencing low burnout seem to have a psychological state of balanced time perspective and therefore have high job satisfaction. Past negative is characterized by anticipation of negative moods (Stolarski et al, 2014) and associated with anxiety and neuroticism (Zimbardo & Boyd, 1999). Neuroticism is found to be significant predictor life satisfaction, happiness and negative affect (DeNeve & Cooper, 1998; Zhang & Howell, 2011) and also significant predictor of DBTP (Akirmak, 2014), negatively associated with subjective well-being (Sobol-Kwapinska, 2016). Employees experiencing high levels of burnout are high in past negative dimension, since this dimension is associated with anxiety, neuroticism, negative affect, they have low job satisfaction. The present study could not find evidence for the mediating effect of time perspectives on the burnout and job satisfaction association when affect was statistically controlled. Affective states are related

to both job satisfaction (Connolly & Viswesvaran, 2000) and burnout (Alarcon, Eschleman & Bowling, 2009). Burnout is characterised by lack of energy, negative affect (Maslach & Jackson, 1981). Warm, positive, optimistic people are less likely to be affected by stressors than anxious people (Seligman, 2002). There was moderate correlation of affective states to burnout and job satisfaction as seen in correlation results in this study. So when affective states were controlled and their effects on burnout and job satisfaction were eliminated, the indirect effect was no longer significant. The indirect effect diminished since positive and negative affectivity was correlated both with mediator and dependent variable. Those who experience low levels of burnout are more likely to have more job satisfaction since they have high positive affectivity.

#### **4.6. Practical implications**

These results also have certain practical implications. Time perspective and balanced time perspectives offer considerable potential for practical implications in clinical and occupational psychology (Boniwell & Zimbardo, 2008). Time perspective can be changed and altered through coaching and training as seen in clinical studies. In clinical interventions, people with cognitive distortions, and with recurrent depression are cured by reconstructing past experiences by neutralising negative experiences or by trying to remember positive experiences in them. Time perspective therapies to clients diagnosed with posttraumatic stress disorder cases were treated by promoting a healthy positive future orientation and replacing their traumatic past with these (Sword, Sword, Brunskill & Zimbardo, 2014). Building an enriched future orientation also encourages disabled persons in a physical rehabilitation (Boniwell & Osin, 2014).

Findings extend the practical applications by analysing time perspective in an organizational setting. Current applications in organizations include competency based assessment processes to determine development areas of employees. The association of time perspective to these organizational variables ; job satisfaction , core self-evaluations and burnout may give an opportunity to predict employee behaviour and actions more precisely when used together with big five personality and competency analysis. As for individual interventions, coaching and designing training programs to develop a balanced time perspective may be possible after measuring an employees' time perspective profile. Practitioners may use this variable with personality tests to work redesigns for person- job fit and to prevent burnout due to work stress and work with employees having higher job satisfaction. Time perspective might be considered during assessment, training and job redesigns for perfect person - job fit. Current application is to apply competency analysis during assessment; time perspective may be used for development of competencies. Competencies are identification of skills, behaviours, knowledge and job characteristics related to success on the job (Lucia & Lepsinger, 1999). Employee's time perspective may be measured and used for defining development areas, coaching and training needs (Boniwell, Osin & Sircova, 2014). Orkibi (2015) suggests 20- item short version of ZTPI to be used in counselling and therapies. When organizations use interventions to reduce job stressors, they could also work on individual differences more with time perspective coaching since some employees may still experience high levels of burnout due to their personality. There are time management training programs in organizations but individual's time perspective profile also matters as seen in this study. Individual time perspective coaching practices to have a healthier time perspective will be helpful (Boniwell & Osin,

2014). Improving time perspectives of leaders and subordinates to have an optimum balanced level may create positive work environment, effective teams and enhance productivity in organizations.

#### **4.7. Limitations and Future Work**

Regarding the limitations of the present study, it was a cross sectional study based on a convenience sample. Convenience sampling has disadvantages of not being perfectly representative of the population and biased as compared to other methods (Gravetter & Farzano, 2009). To obtain a more representative data, questionnaires were distributed to five organizations' different departments and positions. Cross sectional studies measure only one point in time as compared to longitudinal studies. This study assumed time perspective as a dispositional source of job satisfaction. The results represent the scores of one point in time. A further longitudinal study may examine the stability of these results. The number of male employees and employees in non-managerial position were small so gender differences and position differences were ignored in the present study. Further research may focus on differences in leader and subordinate time perspectives for efficient team building. Efficient teams have clear goals with well-defined roles (Anderson, 2013). Defining each team members' time perspective and developing this to an optimal state may enhance a collaborative environment to achieve their objective. Special project teams may be formed to achieve a specific goal with members having an appropriate time perspective e.g. future oriented leader and future oriented subordinates to achieve a strategic objective. A self-report scale was used. Although self-report scales give information about self-

perceived personality, they have disadvantages of answering the questions in a socially desirable way (Paulhus & Vazire, 2007).

It seems that time perspective dimensions relate job satisfaction through multiple mechanisms. These mechanisms can be cumulated in three. First, through the association of personality traits and affective states with the variables measured in this study. Second, through the goal setting behaviour by having high core self-evaluations which causes self-determined implicit goals. Third, through theory of purposeful work behaviour which relates job characteristics with big five traits and implicit goals that result in certain employee attitudes at work. As an employee attitude, general job satisfaction scores were examined in this study and all time perspective dimensions were related to job satisfaction. Future research should investigate time perspective dimensions separately to define specific mechanisms relating each dimension to facets of job satisfaction. This may be possible by measuring job satisfaction levels at individual facets and examining the relation of them to time perspective dimensions. This may give an opportunity to intervene with appropriate job characteristics i.e. giving more feedback to employees high on future dimension or autonomy to employees high on present hedonistic dimension (see Figure 2). Work redesign interventions may be planned accordingly.

Personality traits of the sample was not measured in this study, future work may include measurement of Big five traits and may examine their associations with the independent variables of current study .

Since this was an exploratory study time perspective and its relation to organizational variables were examined. Future work may focus on time perspective relations to these variables in different occupational groups. Determining an occupation's dominant time perspective may give chance to career consultants and recruitment professionals when dealing with appropriate candidates for different job positions (i.e. bank employees, financial planners are future oriented). For both internal and external selection in organizations,

Time perspectives of employees may be used as a supportive instrument to personality tests and it seems useful to apply them for determining development areas of employees specifically in training and assessment. To diversify and evaluate the methods determining individual differences and attaining person job fit will enhance progress and efficiency in organizations.

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## APPENDIX A

### Gönüllü Katılım Formu

Sayın Katılımcı,

Bu çalışma, çalışanların zaman perspektifinin iş doyumuna etkisi ile ilgilidir. Anket formunun içinde toplam 6 bölüm 136 soru bulunmaktadır. Tüm soruları cevaplamak yaklaşık 25 dakika sürecektir.

Çalışma, İstanbul Bilgi Üniversitesi Örgütsel Psikoloji Bölümü öğrencilerinden Pinar Ayla tarafından Yüksek Lisans Tezi kapsamında Yrd.Doç.Ümit Akırmak danışmanlığında yürütülmektedir.

Çalışma kapsamında vereceğiniz tüm bilgiler gizli tutulacaktır ve sadece araştırmacılar tarafından bilimsel amaçlar doğrultusunda değerlendirilecektir. Elde edilecek veriler bilimsel yayımlarda kullanılabilir. Ölçeklerin ve anketin hiçbir bölümünde isminizi ve kimliğinizi ortaya çıkaran herhangi bir soru bulunmamaktadır. Çalışmanın objektif ve güvenilir olması bakımından sorulara içtenlikle ve duygu ve düşüncelerinizi yansıtacak şekilde yanıt vermeniz önemlidir. Çalışmaya katılım tamamen gönüllülük esasına dayanmaktadır. Anket ve ölçeklerdeki sorular genel olarak kişisel rahatsızlık yaratacak içeriğe sahip değildir. Ancak uygulama sırasında herhangi bir nedenden ötürü rahatsızlık hissederseniz cevaplamayı istediğiniz anda bırakabilirsiniz.

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**Verilen anket ve ölçekleri doldurmanız ve araştırmacıya teslim etmeniz durumunda uygulamayı istediğiniz zaman bırakabileceğinizi bildiğiniz, çalışmaya tamamen gönüllü katıldığınızı ve elde edilen verilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ettiğiniz varsayılacaktır.**

## APPENDIX B

### Bölüm 1

Lütfen her maddeyi okuyunuz ve dürüst bir şekilde size ne kadar uygun olduğunu değerlendiriniz. Ölçek üzerinde en uygun kutucuğu işaretleyiniz .

(1) Benim için hiç doğru değil (2) Benim için doğru değil (3) Kararsızım (4) Benim için doğru (5) Benim için çok doğru

		1	2	3	4	5
1.	Kişinin, arkadaşlarıyla eğlenmek üzere bir araya gelmesinin ,yaşamda en keyifli olaylardan birisi olduğuna inanıyorum.					
2.	Tanıdık çocukluk manzaraları, sesleri ve kokuları bir sürü harika anıyı geri getirir.					
3.	Kader, yaşamımdaki pek çok şeyi belirler.					
4.	Yaşamda neleri farklı yapmalıydım diye sık sık düşünürüm.					
5.	Kararlarım ,çoğunlukla etrafımdaki insanlardan ve olaylardan etkilenir.					
6.	Bir günün , o günün sabahında planlanması gerektiğine inanırım.					
7.	Geçmişim hakkında düşünmek beni mutlu eder.					
8.	İçimden geldiği gibi davranırım.					
9.	Eğer işler zamanında hallolmazsa ,bunu dert etmem.					
10.	Bir şeyi başarmak istediğim zaman ,hedefler koyar ve ve o hedeflere ulaşmanın yollarını belirlerim.					
11.	Geçmişime baktığımda hatırlanacak iyi şeylerin kötü şeylerden daha fazla olduğunu görüyorum.					
12.	Sevdiğim bir müziği dinlerken zamanın farkına varmam.					
13.	Yarına hazır olması gereken işleri ve gerekli diğer şeyleri yapmak, bu gece eğlenmekten önce gelir.					
14.	Herşey olacağına varacağı için benim ne yaptığım pek de önemli değildir.					
15.	Eskiden yaşamın nasıl olduğuna ilişkin öykülere bayılırım.					

		1	2	3	4	5
16.	Eski acı deneyimler kafamda durmadan tekrarlanır durur.					
17.	Yaşamımı olabildiğince dolu dolu ve günü gününe yaşamaya çalışırım.					
18.	Randevularıma geç kalmaktan rahatsız olurum.					
19.	Mümkün olsaydı her günümü sanki son günümüş gibi yaşardım.					
20.	Geçirdiğim iyi zamanların mutlu anıları hemen aklıma gelir.					
21.	Dostlarım ve yetkililere karşı olan sorumluluklarımı zamanında yerine getiririm.					
22.	Geçmişte ,reddedilmeye ve kullanılmaya ilişkin payıma düşeni aldım.					
23.	Kararlarımı, o an kafama estiği gibi alırım.					
24.	Planlamaktansa,her günü olduğu gibi yaşarım.					
25.	Geçmişim,düşünmek istemediğim hoş olmayan hatıralarla dolu.					
26.	Yaşamıma heyecan katmak çok önemlidir.					
27.	Geçmişte, bugün silebilmeyi istediğim hatalar yaptım.					
28.	Yaptığım işten keyif almanın,işin zamanında bitirilmesinden daha önemli olduğunu düşünüyorum.					
29.	Çocukluğuma özlem duyarım.					
30.	Bir karar vermeden önce ,artılarla eksileri tartarım.					
31.	Risk almak,yaşamımı sıkıcı olmaktan kurtarır.					
32.	Yaşamın nereye gittiğine odaklanmaktansa ,yaşam yolculuğunun kendisinin tadını çıkarmak benim için daha önemlidir.					

		1	2	3	4	5
33.	Olaylar nadiren beklediğim gibi gerçekleşir.					
34.	Gençliğimin tatsız görüntülerini unutmak, benim için çok zordur.					
35.	Eğer amaçlara, sonuçlara ya da ürünlere odaklanmak zorunda kalırsam, yaptığım işin sürecinden ve akışından keyif alamam.					
36.	Bugünümünden keyif alırken bile, kendimi benzer geçmiş deneyimlerimle karşılaştırmalar yaparken bulurum.					
37.	Herşey o kadar çok değişiyor ki, gelecek için gerçekten bir plan yapılamaz.					
38.	Yaşamım ,benim dışındaki şeyler tarafından kontrol ediliyor.					
39.	Nasıl olsa elimden birşey gelmeyeceği için gelecek hakkında kaygılanmanın alemi yok.					
40.	İstikrarlı şekilde ilerleyerek,işleri zamanında bitiririm.					
41.	Aile üyeleri eskiden yaşamın nasıl olduğundan bahsettiklerinde sıkılırım.					
42.	Yaşamıma heyecan katmak için risk alırım.					
43.	Yapılacak işler listesi hazırlarım.					
44.	Aklımın sesinden çok kalbimin sesini dinlerim.					
45.	Yapılması gereken işler varsa ,beni yolumdan ayıracak şeylere karşı koyabilirim.					
46.	Anın heyecanı ile sürüklenir giderim.					
47.	Yaşam,bugün çok karmaşık;geçmişin basit yaşamını tercih ederim.					
48.	Davranışlarını tahmin edebildiğim arkadaşlardan çok ,anlık ve içten geldiği gibi davranan arkadaşları tercih ederim.					

		1	2	3	4	5
49.	Aile geleneklerini ve düzenli olarak tekrarlanan aile toplantılarını severim.					
50.	Geçmişte başıma gelen kötü şeyler hakkında düşünürüm.					
51.	Eğer ilerlememe yardım edecekse ,zor ve ilgimi çekmeyen işleri yapmaya devam ederim.					
52.	Kazandığımı yarının güvenliği için saklamaktansa bugünün keyfi için harcamak iyidir.					
53.	Genellikle şans ,sıkı çalışmaktan daha çok kazandırır.					
54.	Yaşamımda hep kaçırdığım güzellikleri düşünürüm.					
55.	Yakın ilişkilerimin tutkulu olmasını isterim.					
56.	Her zaman çalışmalarımı tamamlamaya yetecek zamanım olacaktır.					

## Bölüm 2

Lütfen her maddeyi dikkatlice okuduktan sonra o maddede yazanın size göre ne derece doğru veya yanlış olduğunu aşağıda verilen ölçeği kullanarak değerlendiriniz.

**(1) Tamamen Yanlış (2) Yanlış (3) Ne Doğru Ne Yanlış (4) Doğru (5) Tamamen Doğru**

		1	2	3	4	5
1.	Hayatta hak ettiğim başarıyı yakaladığıma eminim.					
2.	Bazen kendimi depresyonda hissedirim.					
3.	Uğraştığım zaman genelde başarıyorum.					
4.	Bazen başarısız olduğumda kendimi değersiz hissedirim.					
5.	İşleri başarıyla tamamlarım.					

	1	2	3	4	5
6. Bazen kendimi işime hakim hissetmiyorum.					
7. Genel olarak, kendimden memnunum.					
8. Yeteneklerimle ilgili şüphe duyuyorum.					
9. Hayatımda ne olacağını ben belirlerim.					
10. Meslek yaşamımdaki başarımın kontrolünün elimde olmadığını hissediyorum.					
11. Sorunlarımın çoğuyla başa çıkabilirim.					
12. Bazı zamanlar var ki herşey bana karamsar ve ümitsiz gözükür.					

### Bölüm 3

Aşağıda birtakım duygu ifadeleri bulunmaktadır. Lütfen her duyguyu genelde yaşama sıklığınızı, yan taraftaki dereceleme ölçeğinde belirleyiniz.

(1) Asla (2) Çok Nadiren (3) Nadiren (4) Bazen (5) Sıkça (6) Çoğunlukla (7) Daima

	1	2	3	4	5	6	7
1. İlgili							
2. Sıkıntılı							
3. Heyecanlı							
4. Mutsuz							
5. Güçlü							
6. Suçlu							
7. Ürkmüş							

		1	2	3	4	5	6	7
8.	Düşmanca							
9.	Hevesli							
10.	Gururlu							
11.	Asabi							
12.	Uyanık							
13.	Utanmış							
14.	İlhamlı							
15.	Sinirli							
16.	Kararlı							
17.	Dikkatli							
18.	Tedirgin							
19.	Aktif							
20.	Korkmuş							

#### Bölüm 4

Aşağıda, yapmakta olduğunuz işe karşı duygu ve durumlarınızı gösteren ifadeler bulunmaktadır. Her maddeyi okuyunuz ve size ne kadar uygun olduğunu değerlendiriniz.

(1) Hiç Memnun Değilim (2) Memnun Değilim (3) Kararsızım (4) Memnunum (5) Çok Memnunum

	1	2	3	4	5
1 . Beni her zaman meşgul etmesinden					
2 . Tek başıma çalışmama imkan vermesinden					
3 . Ara sıra değişik şeyler yapabilmeme imkan vermesinden					
4 . Toplumda saygın bir kişi olma şansını bana vermesinden					
5 . Yöneticimin astlarını idare tarzından					
6 . Yöneticimin karar vermedeki yeteneğinden					
7 . Vicdanıma uygun şeyler yapabilme olanağımın olmasından					
8 . Bana sabit bir iş olanağı sağlamasından					
9 . Başkaları için bir şeyler yapabilme olanağım olmasından					
10 . Kişilere ne yapacaklarını söyleme şansım olmasından					
11 . Kendi yeteneklerimle bir şeyler yapabilme şansımın olmasından					
12 . İş ile ilgili alınan kararların uygulanmaya konmasından					
13 . Yaptığım iş karşılığında aldığım ücretten					
14 . Terfi olanağımın olmasından					
15 . Kendi kararlarımı uygulama serbestliğini vermesinden					
16 . Kendi yeteneklerimi uygulama şansını vermesinden					
17 . Çalışma şartlarından					
18 . Çalışma arkadaşlarımla birbirleriyle anlaşmalarından					
19 . Yaptığım iş karşılığında takdir edilmemden					
20 . Yaptığım işten duyduğum başarı hissinden					

### Bölüm 5

Aşağıda, kişilerin ruh durumlarını ifade ederken kullandıkları bazı cümleler verilmiştir. Lütfen her bir cümleyi dikkatle okuyarak hangi sıklıkla hissettiğinizi size uyan seçeneğe işaret koyarak belirtiniz.

(1) Hiçbir zaman (2) Yılda birkaç kez (3) Ayda birkaç kez (4) Haftada birkaç kez (5) Her zaman

		1	2	3	4	5
1.	İşimden soğuduğumu hissediyorum					
2.	İş dönüşü kendimi ruhen tükenmiş hissediyorum					
3.	Sabah kalktığımda bir gün daha bu işi kaldıramayacağımı hissediyorum					
4.	İşimle ilgili karşılaştığım insanların ne hissettiğini hemen anlarım.					
5.	İşimle ilgili karşılaştığım bazı kimselere sanki insan değilmiş gibi davrandığımı fark ediyorum.					
6.	Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.					
7.	İşimle ilgili karşılaştığım insanların sorunlarına en uygun çözüm yollarını bulurum.					
8.	Yaptığım işten yıldığımı hissediyorum.					
9.	Yaptığım iş sayesinde insanların yaşamına olumlu katkıda bulunduğuma inanıyorum.					
10.	Bu işte çalışmaya başladığımdan beri insanlara karşı sertleştim.					
11.	Bu işin beni giderek katılaştırmamasından korkuyorum.					
12.	Birçok şeyi başarabilecek güçteyim.					
13.	İşimin beni kısıtladığını düşünüyorum.					
14.	İşimde çok fazla çalıştığımı düşünüyorum.					
15.	İşimle ilgili karşılaştığım insanlara ne olduğu umurumda değil.					
16.	Doğrudan doğruya insanlarla çalışmak bende çok fazla gerginlik yaratıyor.					
17.	İşimle ilgili karşılaştığım insanlarla aramda rahat bir ortam yaratırım.					
18.	İnsanlarla yakın bir çalışmadan sonra kendimi canlanmış hissedirim.					
19.	Bu işte kayda değer birçok başarı elde ettim.					
20.	Yolun sonuna geldiğimi hissediyorum.					
21.	İşimde karşılaştığım sorunları başarılı bir şekilde çözümlerim.					
22.	İşimle ilgili karşılaştığım insanların bazı problemlerini sanki ben yaratmışım gibi davrandıklarını hissediyorum					

## Bölüm 6

Lütfen aşağıdaki bilgileri eksiksiz bir şekilde doldurunuz.

Yaşınız :	
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Kaç yıldır çalışmaktasınız :	
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Mevcut görevinizdeki pozisyonunuz :	
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Hangi sektörde çalışmaktasınız :	
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Cinsiyetiniz :	Kadın	Erkek

Öğrenim dereceniz :	Üniversite (2 yıllık)	Üniversite (4 yıllık)	Yüksek Lisans	Doktora

## APPENDIX C

### ZTPI – Zimbardo Time Perspective Inventory and Items

Past Negative	Negatif Geçmiş Zaman
4. I often think of what I should have done differently in my life.	Yaşamda neleri farklı yapmalıydım diye sık sık düşünürüm.
5. My decisions are mostly influenced by people and things around me.	Kararlarım ,çoğunlukla etrafımdaki insanlardan ve olaylardan etkilenir.
16. Painful past experiences keep being replayed in my mind.	Eski acı deneyimler kafamda durmadan tekrarlanır durur.
22. I've taken my share of abuse and rejection in the past.	Geçmişte ,reddedilmeye ve kullanılmaya ilişkin payıma düşeni aldım.
27. I've made mistakes in the past that I wish I could undo.	Geçmişte, bugün silebilmeyi istediğim hatalar yaptım.
33. Things rarely work out as I expected.	Olaylar nadiren beklediğim gibi gerçekleşir.
34. It's hard for me to forget unpleasant images of my youth.	Gençliğimin tatsız görüntülerini unutmak, benim için çok zordur.
36. Even when I am enjoying the present, I am drawn back to comparisons with similar past experiences.	Bugünümde keyif alırken bile, kendimi benzer geçmiş deneyimlerimle karşılaştırmalar yaparken bulurum.
50. I think about the bad things that have happened to me in the past.	Geçmişte başıma gelen kötü şeyler hakkında düşünürüm.
54. I think about the good things that I have missed out on in my life.	Yaşamımda hep kaçırdığım güzellikleri düşünürüm.

Past Positive	Pozitif Geçmiş Zaman
2. Familiar childhood sights, sounds, smells often bring back a flood of wonderful memories.	Tanıdık çocukluk manzaraları, sesleri ve kokuları bir sürü harika anıyı geri getirir.
7. It gives me pleasure to think about my past.	Geçmişim hakkında düşünmek beni mutlu eder.
11. On balance, there is much more good to recall than bad in my past.	Geçmişime baktığımda hatırlanacak iyi şeylerin kötü şeylerden daha fazla olduğunu görüyorum.
15. I enjoy stories about how things used to be in the "good old times."	Eskiden yaşamın nasıl olduğuna ilişkin öykülere bayılırım.
20. Happy memories of good times spring readily to mind.	Geçirdiğim iyi zamanların mutlu anıları hemen aklıma gelir.
25. The past has too many unpleasant memories that I prefer not to think about (reversed).	Geçmişim, düşünmek istemediğim hoş olmayan hatıralarla dolu.
29. I get nostalgic about my childhood.	Çocukluğuma özlem duyarım.
41. I find myself tuning out when family members talk about the way things used to be (reversed).	Aile üyeleri eskiden yaşamın nasıl olduğundan bahsettiklerinde sıkılırım.
49. I like family rituals and traditions that are regularly repeated.	Aile geleneklerini ve düzenli olarak tekrarlanan aile toplantılarını severim.

<b>Present Fatalistic</b>	<b>Fatalistik Şimdiki Zaman</b>
3. Fate determines much in my life.	Kader,yaşamımdaki pek çok şeyi belirler.
14. Since whatever will be will be, it doesn't really matter what I do.	Herşey olacağına varacağı için benim ne yaptığım pek de önemli değildir.
35. It takes joy out of the process and flow of my activities, if I have to think about goals, outcomes, and products.	Eğer amaçlara, sonuçlara ya da ürünlere odaklanmak zorunda kalırsam,yaptığım işin sürecinden ve akışından keyif alamam.
37. You can't really plan for the future because things change so much.	Herşey o kadar çok değişiyor ki, gelecek için gerçekten bir plan yapılamaz.
38. My life path is controlled by forces I cannot influence.	Yaşamım ,benim dışındaki şeyler tarafından kontrol ediliyor.
39. It doesn't make sense to worry about the future, since there is nothing that I can do about it anyway.	Nasıl olsa elimden birşey gelmeyeceği için gelecek hakkında kaygılanmanın alemi yok.
47. Life today is too complicated; I would prefer the simpler life of the past.	Yaşam,bugün çok karmaşık;geçmişin basit yaşamını tercih ederim.
52. Spending what I earn on pleasures today is better than saving for tomorrow's security.	Kazandığımı yarının güvenliği için saklamaktansa bugünün keyfi için harcamak iyidir.
53. Often luck pays off better than hard work.	Genellikle şans ,sıkı çalışmaktan daha çok kazandırır.

Present Hedonistic	Hedonistik Şimdiki Zaman
1. I believe that getting together with one's friends to party is one of life's important pleasures.	Kişinin,arkadaşlarıyla eğlenmek üzere bir araya gelmesinin ,yaşamda en keyifli olaylardan birisi olduğuna inanıyorum.
8. I do things impulsively.	İçimden geldiği gibi davranırım.
12. When listening to my favorite music, I often lose all track of time.	Sevdiğim bir müziği dinlerken zamanın farkına varmam.
17. I try to live my life as fully as possible, one day at a time.	Yaşamımı olabildiğince dolu dolu ve günü gününe yaşamaya çalışırım.
19. Ideally, I would live each day as if it were my last.	Mümkün olsaydı her günümü sanki son günümüş gibi yaşardım.
23. I make decisions on the spur of the moment.	Kararlarımı, o an kafama estiği gibi alırım.
26. It is important to put excitement in my life.	Yaşamıma heyecan katmak çok önemlidir.
28. I feel that it's more important to enjoy what you're doing than to get work done on time.	Yaptığım işten keyif almanın,işin zamanında bitirilmesinden daha önemli olduğunu düşünüyorum.
31. Taking risks keeps my life from becoming boring.	Risk almak,yaşamımı sıkıcı olmaktan kurtarır.
32. It is more important for me to enjoy life's journey than to focus only on the destination.	Yaşamın nereye gittiğine odaklanmaktansa ,yaşam yolculuğunun kendisinin tadını çıkarmak benim için daha önemlidir.
42. I take risks to put excitement in my life.	Yaşamıma heyecan katmak için risk alırım.
44. I often follow my heart more than my head.	Aklımın sesinden çok kalbimin sesini dinlerim.
46. I find myself getting swept up in the excitement of the moment.	Anın heyecanıyla sürüklenir giderim.
48. I prefer friends who are spontaneous rather than predictable.	Davranışlarını tahmin edebildiğim arkadaşlardan çok ,anlı ve içten geldiği gibi davranan arkadaşları tercih ederim.
55. I like my close relationships to be passionate.	Yakın ilişkilerimin tutkulu olmasını isterim.

Future	Gelecek Zaman
6. I believe that a person's day should be planned ahead each morning.	Bir günün , o günün sabahında planlanması gerektiğine inanırım.
9. If things don't get done on time, I don't worry about it (reversed).	Eğer işler zamanında hallolmazsa ,bunu dert etmem.
10. When I want to achieve something, I set goals and consider specific means for reaching those goals.	Bir şeyi başarmak istediğim zaman ,hedefler koyar ve ve o hedeflere ulaşmanın yollarını belirlerim.
13. Meeting tomorrow's deadlines and doing other necessary work comes before tonight's play.	Yarına hazır olması gereken işleri ve gerekli diğer şeyleri yapmak,bu gece eğlenmekten önce gelir.
18. It upsets me to be late for appointments.	Randevularıma geç kalmaktan rahatsız olurum.
21. I meet my obligations to friends and authorities on time.	Dostlarım ve yetkililere karşı olan sorumluluklarımı zamanında yerine getiririm.
24. I take each day as it is rather than try to plan it out (reversed).	Planlamaktansa,her günü olduğu gibi yaşarım.
30. Before making a decision, I weigh the costs against the benefits.	Bir karar vermeden önce ,artılarla eksileri tartarım.
40. I complete projects on time by making steady progress.	İstikrarlı şekilde ilerleyerek,işleri zamanında bitiririm.
43. I make lists of things to do.	Yapılacak işler listesi hazırlarım.
45. I am able to resist temptations when I know that there is work to be done.	Yapılması gereken işler varsa ,beni yolumdan ayıracak şeylere karşı koyabilirim.
51. I keep working at difficult, uninteresting tasks if they will help me get ahead.	Eğer ilerlememe yardım edecekse ,zor ve ilgimi çekmeyen işleri yapmaya devam ederim.
56. There will always be time to catch up on my work (reversed).	Her zaman çalışmalarımı tamamlamaya yetecek zamanım olacaktır.

## APPENDIX D

### PANAS – Positive and Negative Affectivity Scale Items

<b>Pozitif Duygulanım</b>	<b>Positive Affect</b>
1.İlgili	1.Interested
2.Heyecanlı	2.Excited
3.İlhamlı	3.Inspired
4.Güçlü	4.Strong
5.Kararlı	5.Determined
6.Dikkatli	6.Attentive
7.Uyanık	7.Alert
8.Hevesli	8.Enthusiastic
9.Gururlu	9.Proud
10.Aktif	10.Active
<b>Negatif Duygulanım</b>	<b>Negative Affect</b>
1.Sıkıntılı	1.Distressed
2.Asabi	2.Irritable
3.Utanmış	3.Ashamed
4.Mutsuz	4.Upset
5.Sinirli	5.Nervous
6.Suçlu	6.Guilty
7.Ürkmüş	7.Scared
8.Tedirgin	8.Jittery
9.Korkmuş	9.Afraid
10.Düşmanca	10.Hostile

## APPENDIX E

### CSE – Core Self Evaluations Scale Items

1.Hayatta hak ettiğim başarıyı yakaladığıma eminim.	I am confident I get the success I deserve in life.
2.Bazen kendimi depresyonda hissedirim.	Sometimes I feel depressed. (r)
3.Uğraştığım zaman genelde başarıyorum.	When I try, I generally succeed.
4.Bazen başarısız olduğumda kendimi değersiz hissedirim.	Sometimes when I fail I feel worthless. (r)
5.İşleri başarıyla tamamlarım.	I complete tasks successfully.
6.Bazen kendimi işime hakim hissetmiyorum.	Sometimes, I do not feel in control of my work. (r)
7.Genel olarak, kendimden memnunum.	Overall, I am satisfied with myself.
8.Yeteneklerimle ilgili şüphe duyuyorum.	I am filled with doubts about my competence. (r)
9.Hayatımda ne olacağını ben belirlerim.	I determine what will happen in my life.
10.Meslek yaşamımdaki başarımın kontrolünün elimde olmadığını hissediyorum.	I do not feel in control of my success in my career. (r)
11.Sorunlarımın çoğuyla başa çıkabilirim.	I am capable of coping with most of my problems.
12.Bazı zamanlar var ki herşey bana karamsar ve ümitsiz gözükür.	There are times when things look pretty bleak and hopeless to me. (r)

## APPENDIX F

### MJSQ– Minnesota Job Satisfaction Questionnaire Items

1.Beni her zaman meşgul etmesinden	Being able to keep busy all the time
2.Tek başıma çalışmama imkan vermesinden	The chance to work alone on the job
3. Ara sıra değişik şeyler yapabilmeme imkan vermesinden	The chance to do different things from time to time
4.Toplumda saygın bir kişi olma şansını bana vermesinden	The chance to be "somebody" in the community
5.Yöneticimin astlarını idare tarzından	The way my boss handles his/her workers
6.Yöneticimin karar vermedeki yeteneğinden	The competence of my supervisor in making decisions
7.Vicdanıma uygun şeyler yapabilme olanağımın olmasından	Being able to do things that don't go against my conscience
8.Bana sabit bir iş olanağı sağlamasından	The way my job provides for steady employment
9.Başkaları için bir şeyler yapabilme olanağım olmasından	The chance to do things for other people
10.Kişilere ne yapacaklarını söyleme şansım olmasından	The chance to tell people what to do
11.Kendi yeteneklerimle bir şeyler yapabilme şansımın olmasından	The chance to do something that makes use of my abilities
12.İş ile ilgili alınan kararların uygulanmaya konmasından	The way company policies are put into practice
13.Yaptığım iş karşılığında aldığım ücretten	My pay and the amount of work I do
14.Terfi olanağımın olmasından	The chances for advancement on this job
15.Kendi kararlarımı uygulama serbestliğini vermesinden	The freedom to use my own judgement
16.Kendi yeteneklerimi uygulama şansını vermesinden	The chance to try my own methods of doing the job
17.Çalışma şartlarından	The working conditions
18.Çalışma arkadaşlarımla birbirleriyle anlaşmalarından	The way my co-workers get along with each other
19.Yaptığım iş karşılığında takdir edilmemden	The praise I get for doing a good job
20.Yaptığım işten duyduğum başarı hissinden	The feeling of accomplishment I get from the job

## APPENDIX G

### MBI– Maslach Burnout Inventory Items

<b>Emotional Exhaustion</b>	<b>Duygusal Tükenmişlik</b>
I feel emotionally drained from my work	İşimden soğuduğumu hissediyorum
I feel used up at the end of the workday	İş dönüşü kendimi ruhen tükenmiş hissediyorum
I feel fatigued when I get up in the morning and have to face another day on the job	Sabah kalktığımda bir gün daha bu işi kaldıramayacağımı hissediyorum
Working with people all day is really a strain for me	Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.
I feel burned out from my work	Yaptığım işten yıldığımı hissediyorum.
I feel frustrated by my job	İşimin beni kısıtladığını düşünüyorum.
I feel I'm working too hard on my job	İşimde çok fazla çalıştığımı düşünüyorum.
Working with people directly puts too much stress on me	Doğrudan doğruya insanlarla çalışmak bende çok fazla gerginlik yaratıyor.
I feel like I'm at the end of my rope	Yolun sonuna geldiğimi hissediyorum.

<b>Personal Accomplishment</b>	<b>Kişisel Başarı</b>
I can easily understand how my recipients feel about things	İşimle ilgili karşılaştığım insanların ne hissettiğini hemen anlarım.
I deal very effectively with the problems of my recipients	İşimle ilgili karşılaştığım insanların sorunlarına en uygun çözüm yollarını bulurum.
I feel I'm positively influencing other people's lives through my work	Yaptığım iş sayesinde insanların yaşamına olumlu katkıda bulunduğuma inanıyorum.
I feel very energetic	Birçok şeyi başarabilecek güçteyim.
I can easily create a relaxed atmosphere with my recipients	İşimle ilgili karşılaştığım insanlarla aramda rahat bir ortam yaratırım.

I feel exhilarated after working closely with my recipients	İnsanlarla yakın bir çalışmadan sonra kendimi canlanmış hissedirim.
In my work, I deal with emotional problems very calmly	İşimde karşılaştığım sorunları başarılı bir şekilde çözümlerim.
I have accomplished many worthwhile things in this job	Bu işte kayda değer birçok başarı elde ettim.

<b>Depersonalization</b>	<b>Duyarsızlaşma</b>
I feel I treat some recipients as if they were impersonal 'objects'	İşimle ilgili karşılaştığım bazı kimselere sanki insan değillermiş gibi davrandığımı fark ediyorum.
I've become more callous toward people since I took this job	Bu işte çalışmaya başladığımdan beri insanlara karşı sertleştim.
I worry that this job is hardening me emotionally	Bu işin beni giderek katılaştırmasından korkuyorum.
I don't really care what happens to some recipients	İşimle ilgili karşılaştığım insanlara ne olduğu umurumda değil.
I feel recipients blame me for some of their problems	İşimle ilgili karşılaştığım insanların bazı problemlerini sanki ben yaratmışım gibi davrandıklarını hissediyorum